City of Windsor
Digital Modernization Strategy

December 19, 2022

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Introduction and Table of Contents

The City of Windsor's Strategy for Digital Modernization is separated into two separate documents. The objective of this document is to provide a summary of the strategy, as well as its key components for execution. A further in-depth of the approach, consultation findings, resident survey findings, and initiative scoring can be found in a separate "Supporting Materials" document.

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	Supporting Materials	*(See Separate Supporting Materials Document)*

Digital Modernization Strategy (This Document)

Supporting Materials (See Separate Document)

0 Executive Summary

Introduction and Overview

The Digital Modernization Review represents a tactical review of the City's digital services and modernization efforts with the goal of assessing its current capabilities, identifying modernization opportunities, and creating an actionable strategy to transform how it operates and delivers value to its residents and partners.

High-Level Approach

StrategyCorp worked with the City's project team to develop a Digital Modernization Strategy that was founded in a holistic view of the current-state and informed by extensive stakeholder consultation[1].

Identified specific opportunities for digital modernization and improvement.

Assessed and prioritized opportunities for inclusion in the strategy.

Developed operationalization plans to support execution of the strategic focus areas.

Summarized Windsor's digital modernization strategy into a final report for CLT.

The Digital Modernization Review was funded by a grant from the Government of Ontario's Audit and Accountability Fund.

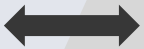
Notes: [1] Stakeholders were consulted through various methods including: 1-on-1 interviews, focus groups and a resident survey. More information on consultation participants approach and participants on report slide 21.

Alignment of the Digital Modernization Strategy and the IT Strategic Plan

Completed while the City was in the process of developing an IT Strategic Plan, the Digital Modernization Strategy represents a view of the business as it considers digital opportunities, meant to inform the recommendations within the IT Strategic Plan. As part of the project workplan StrategyCorp met with the Perry Group on a regular basis to share insights.

Digital Modernization Strategy

The City of Windsor engaged StrategyCorp to conduct a digital modernization review, with the aim of identifying opportunities for the City to digitize, modernize, or otherwise improve services and operations through digital means.



IT Strategic Plan

The City engaged the Perry Group to conduct a review of the IT department to assess current corporate technology needs, future vision and direction. The Perry Group is developing recommendations and a strategic plan, including aligning resources to best enable the IT department to meet expected levels of services required to meet future business goals and objectives.

Overall, the City has struggled with digital modernization

Modernization efforts in the past have been ad-hoc, focused on either departmental imperatives, or low-hanging fruit, with limited investments in larger-scale, yet critical, systems or transformation – key factors include:

Strategy, Governance, and Culture

There is limited corporate leadership, strategy, governance, and prioritization around digital modernization, and the organizational culture often acts as a barrier to change.

Investment in IT Functions and Platforms

Digital systems and IT functions have faced fiscal constraints, resulting in outdated enterprise systems and a minimized role of IT as a change-leader in the organization.

Departmental Silos and Controls

Conversely, departments have taken an outsized role in modernization leadership, resulting in misalignment, duplication, and further IT complexity.

These dynamics have negatively impacted the progress of modernization, and the effectiveness of past modernization efforts.

- As a result, many modernization initiatives are incomplete, have extended implementation timelines or encounter difficulties in adoption.
- For broader digital modernization efforts to be successful, certain structural concerns must be addressed, such as the need for enhanced visibility and assertion of cross-corporate lifecycle governance for digital modernization initiatives, and for process improvement, change management and training to be included within those initiatives.
- Despite past barriers, attitudes towards digital modernization appear to be improving with an acknowledgement of the need for change.

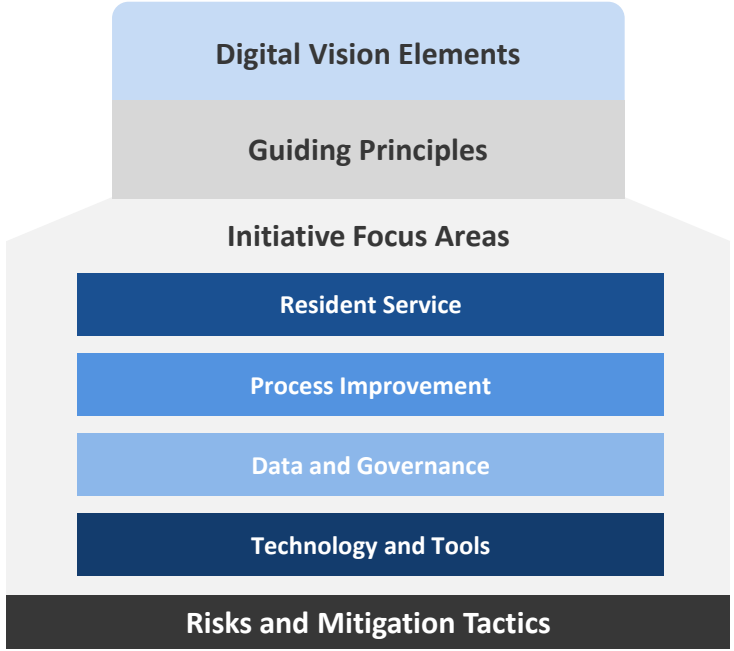
Our consultations and subsequent analysis revealed many actionable digital modernization opportunities

StrategyCorp worked closely with the City's project team to collectively establish Windsor's Digital Modernization Strategy

The strategy outlined in this document is guided by recommended **Digital Vision Elements** for the future of the City, as well as several **Guiding Principles** to be considered during implementation.

The recommended Digital Vision Elements were developed by StrategyCorp with high level input from the CLT and the City's project team.

The Digital Vision Elements are set to be achieved through **31 Initiatives** and reinforced by a set of **Risks and Mitigation Tactics**, providing considerations for execution.



Recommended Digital Vision Elements and Guiding Principles

Initiatives were developed to align with the recommended vision elements (i.e., what we are trying to achieve) and guiding principles (i.e., guardrails for achievement).

Digital Vision Elements

The City uses modern digital tools and technologies to **enhance service delivery**.

Highly manual processes are digitized, improving efficiency and accessibility**.**

Residents can easily access information and services on their own terms.

The City makes digital modernization an **ongoing priority**.

The City's **digital services and information are secure, private, trusted, and reliable.**

Data is effectively collected and used to enable fact-based decisions and reporting.

Digital Guiding Principles

The Digital Modernization Strategy needs to be viewed as an **ongoing opportunity** to reinvent the future, not a one-time check the box exercise.

Initiatives should be **grounded, practical, achievable**, and carefully consider how much customization is necessary.

The Digital Modernization Strategy is about more than just technology and should consider **how processes and people** are structured to support the City.

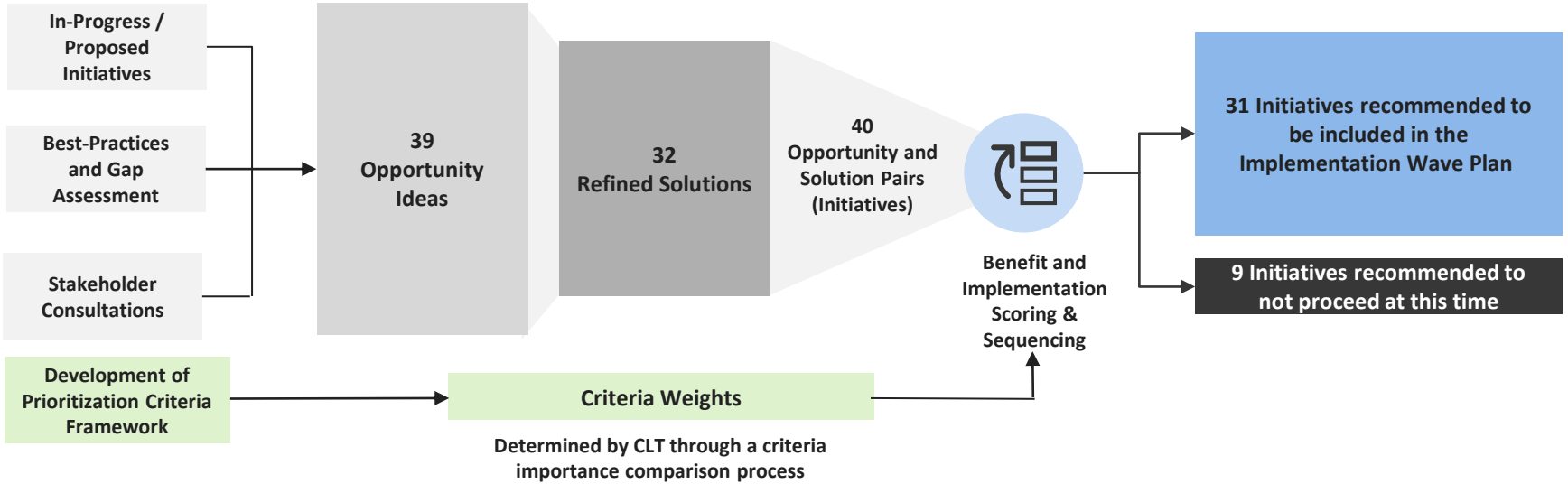
Opportunities need to be **clearly prioritized for their benefit and resourced** based on a common set of criteria.

There must **be clear governance and ownership paired with performance-based accountability** in order to achieve success.

All City initiatives should consider digital implications and opportunities as **digital modernization cannot take place in a silo**.

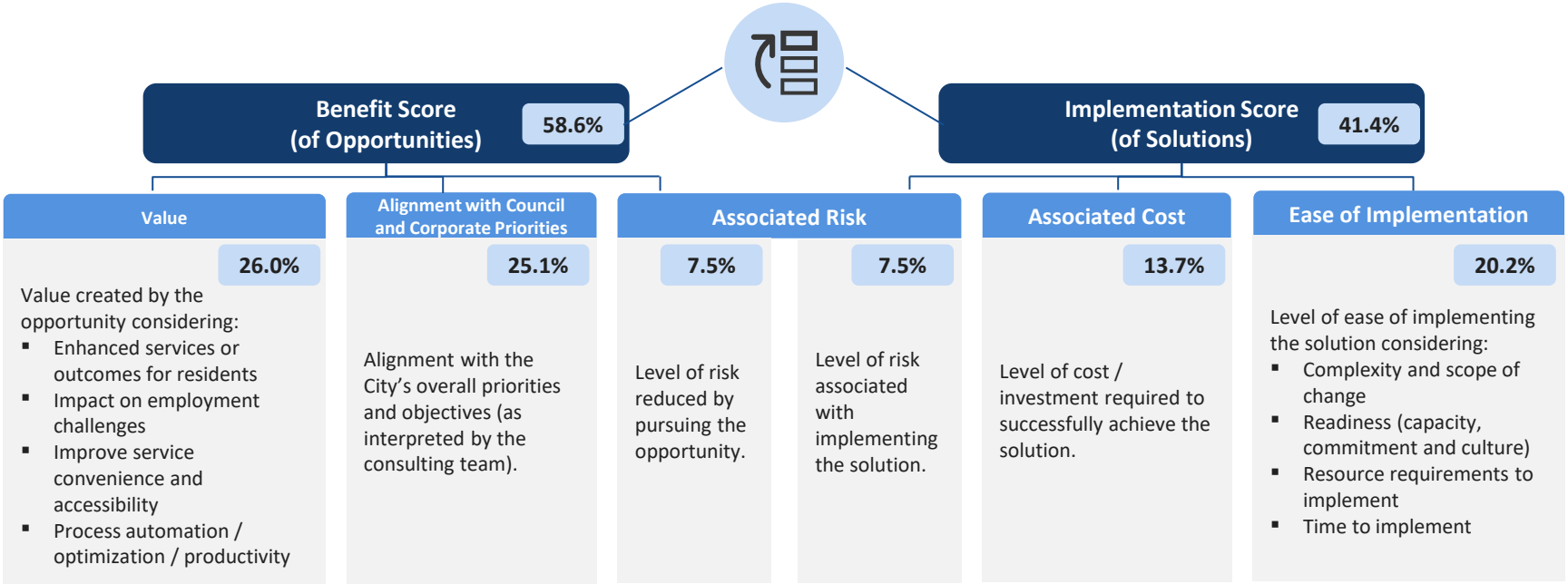
Initiative Identification Approach

To actualize the Digital Modernization Strategy, Digital Modernization Initiatives[1] were identified through the refinement and synthesis of ideas captured in StrategyCorp's consultations, best-practices, and in-progress / proposed initiatives.



Notes: [1] StrategyCorp's analysis focused on more tactical digital opportunities, and is not fully comprehensive of all IT related initiatives under consideration (e.g. Online Voting was not included).

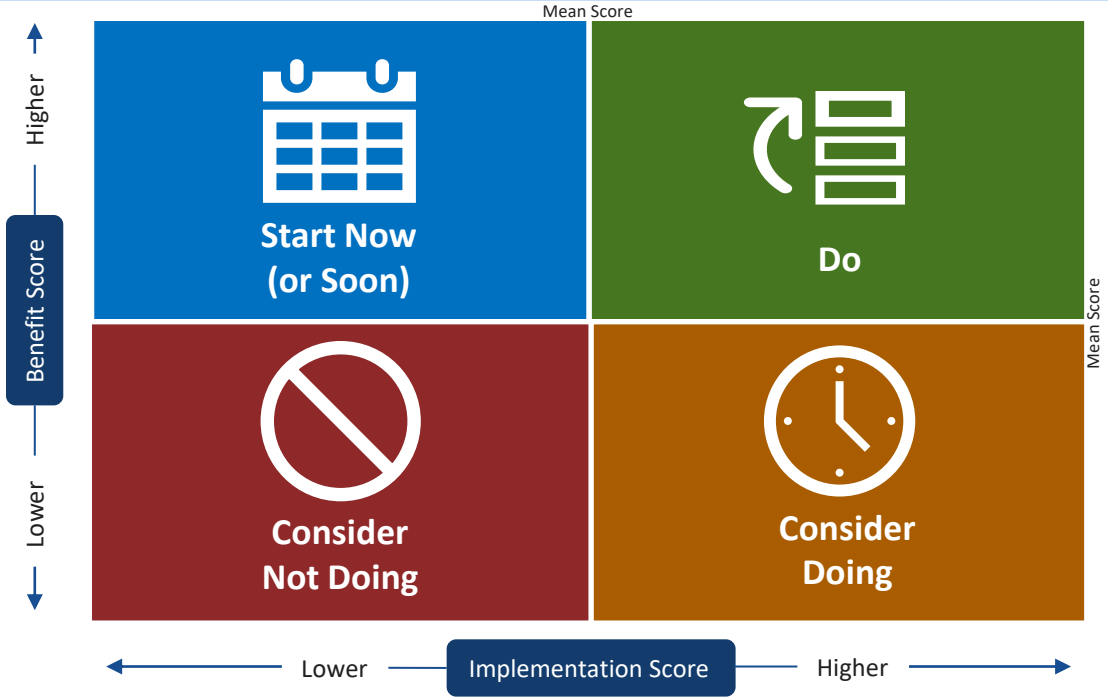
The CLT followed a process to derive a consensus view on the criteria prioritization



While these criteria weightings reflect Windsor's current context and priorities, this approach can be adapted for future change portfolio management decision-making.

Opportunity and Solution Scoring

The consulting team assessed the opportunities and solutions using the criteria, in consultation with the Windsor project team. The results of this scoring exercise led to the preliminary disposition of the opportunity / solution pairs into four categories: Do, Start Now, Consider Doing and Consider Not Doing.



Highlights of the Prioritization Exercise

A total of 40 opportunity / solution pairs were scored to develop preliminary dispositions. Subsequently, each initiative was assessed to understand potential inclusion in the final recommendation set.

Start Now (or Soon)

12 Pairs

Higher value solutions that are harder to implement (or will take longer)

- **For Residents:** A refreshed and modern website, Agenda.Net replacement and digital payments to the City and for Transit
- **Internal Improvements:** Modernization of financial processes and systems, and payment systems integration
- **Governance:** Better data governance and capabilities

Do

4 Pairs

A limited # of easier to implement, higher value solutions

- **For Residents:** Digital requests for property tax adjustments and new standards for conducting digital interactions/consultations
- **Internal Improvements:** Digitization of staff recruiting and centralization of all IT service requests

Consider Not Doing

6 Pairs

Lower value solutions that take longer, but justifiable in limited cases

- **Tool Expansion:** ActiveNet for internal registrations, FrontDesk for general queuing, ICO for Fire
- **Other Tech:** AI for Roads, Single Sign-On for Residents, General Integration

Consider Doing

18 Pairs

Lower value solutions that are easier to implement (or will not take as long)

- **For Residents:** Digital property declaration form and 311 Live Map integration
- **Internal Improvements:** Digitization of multiple HR processes, consolidation/standardization of intranet, collaboration tools and video-conferencing, and dashboard training
- **Tool Expansion:** IT Service Catalogue in ServiceNow, FleetFocus, and internal registration alternatives

Digital Modernization Initiative Groupings & Implementation Wave Plan

We recommend 31 digital modernization initiatives, which fall within four focus areas. Initiatives were further sorted into four waves to provide a roadmap forward.

The wave in which an initiative starts is shown	Digital Modernization Initiative Focus Areas				
	Resident Services	Process Improvement	Data and Governance	Technology and Tools	Total
Wave 1 Months 1 – 6	▪ Digital Payments (ends in W2) ▪ New Transit Fare System (ends in W3)	▪ Fleet Focus Expansion ▪ Service Now Centralization ▪ IT Service Catalogue	▪ Digital Interactions with Residents ▪ Resident Consultation Approach	▪ Field Staff Technology (ends by W3) ▪ Integration of Payment Systems	9
Wave 2 Months 7 – 12	▪ City Website Refresh (ends in W3)	▪ Digital Connection to 311 ▪ Digitize HR Processes (Recruiting) ▪ Accounts Payable Review	▪ SharePoint and Intranet ▪ Collaborative Digital Tools ▪ Data Management and Business Intelligence	▪ Replace Agenda.Net ▪ Video Conferencing ▪ Migrate Fire Prevention	10
Wave 3 Year 2		▪ Digitize HR Processes (Appraisals, Absence Requests, Unpaid Leave, Accidents/Incidents) ▪ Financial Modernization Review	▪ Data Governance	▪ Executive Training ▪ Integration Tool	9
Wave 4 Year 3	▪ Digital Property Tax Adjustments ▪ Digital Property Declaration	▪ Digitize City Files			3
Total	5	12	7	7	31

Legend: Each initiative is colour coded to reflect the results of the preliminary disposition of **Do**, **Start Now**, **Consider Doing** and **Consider Not Doing**.

Critical Success Factors for Execution

Selecting and implementing the best initiatives while managing organizational capacity, capability and energy to implement is an ongoing strategic balancing act.

1 Adequate Resources

Initiatives identified in this strategy need to be actively and adequately resourced to be successful.

Between operational needs, in-progress digital initiatives, and related initiatives, many staff are already at capacity. For this strategy to be successful, the City will need to adequately invest in establishing the required staff capacity and capabilities. Furthermore, clear expectations regarding ownership, timelines, and execution must be set based on capacity and capabilities so that outcomes are realistic, and realizable.

2 Change Management

Change needs to be actively managed and communicated to both staff and residents as new initiatives are pursued and impact operations / services.

The City needs to pursue an active change management strategy to support adoption and reinforce new processes and behavior. Without this, both staff and residents may hesitate to adapt to the change and undermine the City's ability to fully realize the desired outcomes of this work.

3 Cross-Corporate Governance

Modernization initiatives require active governance and should be continually monitored and assessed as progress is made.

Cross-corporate governance needs to be established for initiatives to be successful. Ownership needs to be direct and transparent, ensuring that – while many stakeholders may take part in an initiative – there is a clear, singular accountable body.

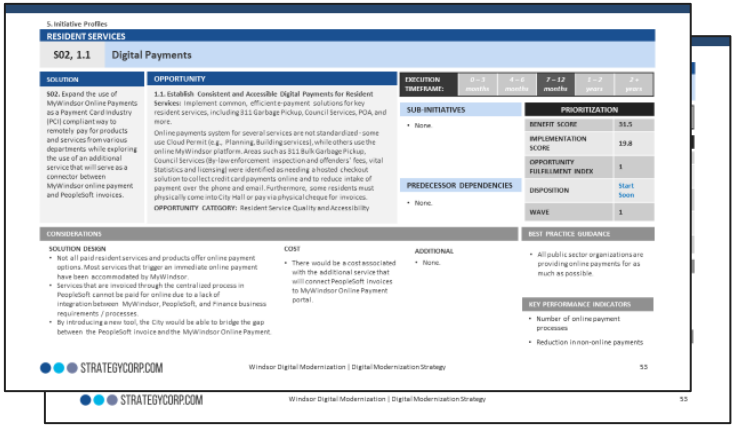
4 Multi-Criteria Portfolio Management

Ongoing digital portfolio management using the tools outlined in this strategy will allow the City to reassess their priorities at any given point in time.

The Digital Modernization Strategy provides the City with an approach that can be used at any point in time by the City to reassess and reprioritize opportunities and solutions to determine which initiatives are appropriate to pursue and when.

Initiative Profiles

To support execution, profiles were developed for each initiative; these plans specify sequencing timelines and provide additional detail on the initiative.


5. Initiative Profiles

RESIDENT SERVICES

S02, 1.1 Digital Payments

SOLUTION

S02. Expand the use of MyWindsor Online Payments as a Payment Card Industry (PCI) compliant way to remotely pay for products and services from various departments while exploring the use of an additional service that will serve as a connector between MyWindsor online payment and PeopleSoft invoices.

OPPORTUNITY

1.1. Establish Consistent and Accessible Digital Payments for Resident Services: Implement common, efficient e-payment solutions for key resident services, including 311 Garbage Pickup, Council Services, POA, and more.

Online payments system for several services are not standardized - some use Cloud Permit (e.g., Planning, Building services), while others use the online MyWindsor platform. Areas such as 311 Bulk Garbage Pickup, Council Services (By-law enforcement inspection and offenders' fees, vital Statistics and licensing) were identified as needing a hosted checkout solution to collect credit card payments online and to reduce intake of payment over the phone and email. Furthermore, some residents must physically come into City Hall or pay via physical cheque for invoices.

OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility

EXECUTION TIMEFRAME: 0 – 3 months | 4 – 6 months | 7 – 12 months | 1 – 2 years | 2 + years

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	11.5
IMPLEMENTATION SCORE	19.8
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Soon
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- Not all paid resident services and products offer online payment options. Most services that trigger an immediate online payment have been accommodated by MyWindsor.
- Services that are invoiced through the centralized process in PeopleSoft cannot be paid for online due to a lack of integration between MyWindsor, PeopleSoft, and Finance business requirements / processes.
- By introducing a new tool, the City would be able to bridge the gap between the PeopleSoft invoice and the MyWindsor Online Payment.

COST

- There would be a cost associated with the additional service that will connect PeopleSoft invoices to MyWindsor Online Payment portal.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- All public sector organizations are providing online payments for as much as possible.

KEY PERFORMANCE INDICATORS

- Number of online payment processes
- Reduction in non-online payments

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Each initiative profile contains:

- Opportunity Overview;
- Solution Overview;
- Solution Design Considerations;
- Cost Considerations;
- Additional Considerations (i.e., any relevant considerations identified by StrategyCorp);
- Opportunity Fulfillment Index;
- Benefit Score;
- Implementation Score;
- Execution Timeframe;
- Best Practice Guidance; and,
- Key Performance Indicators.

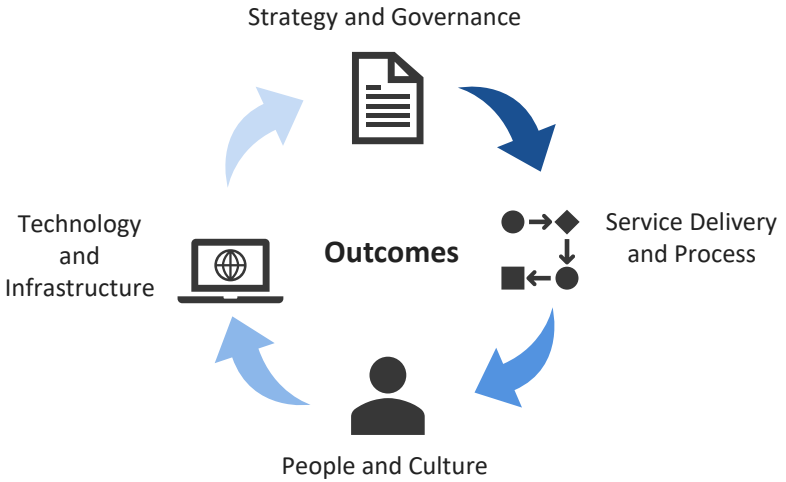
1

Context and Approach

Digital modernization is a strategic rethinking of how an organization uses technology, people, and processes to enhance the performance of existing processes and systems

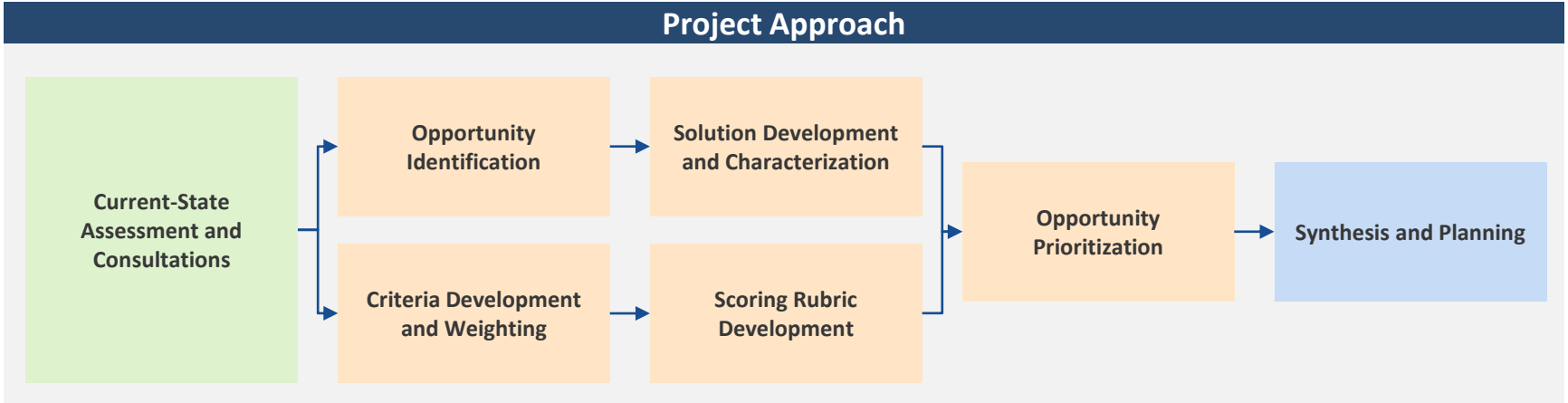
When organizations undertake digital modernization, the process should be business outcome-led, with the aim of fixing organizational issues, enabling improvements, and creating efficiencies.

- **Not all initiatives need to be sweeping, or increase integration**; often, the best improvements come from a variety of smaller scale changes that are tailored to the organization's context.
- Initiatives should have a **solid foundation in current capabilities** across process, people, and technology.
- **Digital modernization is not all about new software, or technology; often, process changes or staff supports are more effective modernization tools.** If people do not have the desire to improve inefficient processes, new technology will often only magnify the current issues.



The City of Windsor's **digital modernization strategy** provides a re-usable, adaptable blueprint for how the organization will act on identified opportunities and implement holistic solutions (people, process and technology) to do so.

The Digital Modernization Strategy was developed through two parallel workstreams



- Aligned with the ultimate objective of developing an overarching plan for digital modernization, this project was split across two primary streams of work: to identify opportunities for digital modernization and solutions that address the opportunities; and, to develop a framework under which to prioritize the opportunity and solution pairs.
- These two sets of activities were performed in parallel, and came together with the ultimate prioritization of opportunities and synthesis into a holistic plan that identifies which initiatives the City of Windsor should consider as part of the Digital Modernization Strategy.

StrategyCorp worked closely with the City's project team to iteratively develop a Digital Modernization Strategy

High-Level Approach

Identified specific opportunities for digital modernization and improvement.

- A comprehensive digital current-state assessment was performed to understand the City's digital landscape.
- Staff was consulted to build an understanding of what the City's current capabilities are, and what opportunities for improvement exist.

Assessed and prioritized opportunities for inclusion in the strategy.

- Informed by the current-state findings, opportunities were iteratively identified and considered for inclusion in the strategy.
- In tandem, CLT was asked to compare prioritization criteria (using a pairwise analysis) to determine the Prioritization Criteria Framework.

Developed operationalization plans to support execution of the strategic focus areas.

- Solutions for each opportunity were developed.
  Each opportunity and solution pair form an "initiative", prioritized using the Prioritization Criteria Framework after being validated for the benefit of addressing the identified opportunity and the value of implementing the solution.

Summarized Windsor's Digital Modernization Strategy into a final report.

- A Digital Modernization Strategy was developed using dispositions arising from the Prioritization Framework as input to a wave-based implementation plan.

2 Current State Assessment

A wide variety of key City stakeholders were consulted to inform the Digital Modernization Strategy

In order to develop a holistic picture of the City's digital current state, we held a wide range of consultations across the following groups:

	Staff	Corporate Leadership Team (CLT) and Mayor	Residents	Project Team
WHO WE ENGAGED	Approximately 80 City Staff were consulted, 50 from IT and 30 from most other departments[1]	All members of CLT, Windsor's CAO and Mayor, were consulted	110 City Residents & Community Members	Four members of City staff who were part of the Project Team
HOW WE ENGAGED	Key staff identified by CLT, and departmental managers, were interviewed either 1-on-1 or as part of focus groups to discuss their views on the City's digital capabilities.	At the outset of the project, CLT were consulted through 1-on-1 interviews to solicit their views on the digital current state and capabilities of the City. CLT were also consulted to determine priority weightings for initiatives.	Residents were consulted through a survey hosted on Survey Monkey that solicited their views on the City's current digital services.	The Project Team from IT was heavily involved in the process, with 6 workshops to receive feedback on the proposed opportunities, solutions and initiatives

Note [1]: 13 focus groups were held, including 10 with members of IT. Interviews were 30-60minutes.

Residents were consulted through a survey to solicit opinions, views and ideas for improvement and validate proposed opportunities

Residents were consulted through a survey with links posted on Bang the Table to solicit opinions and views on the current-state of the City's resident-facing digital services, and ideas for improvements and other additions.

Consultation Approach

- The survey consisted of seven questions and was designed to take five minutes to complete. The timeframe selected was from November 21st to December 4th to avoid conflict with the October election.
- Links to the survey were posted on Windsor's social media, including a landing page created on Bang the Table.

Response Results

110 responses

73 respondents completed every question

37 respondents skipped at least 1 question

54 comments were collected

High Level Results

Overall Satisfaction:
- 40% general satisfaction with Windsor's digital services
- 23% general dissatisfaction
- 7% did not use any digital services
- 30% of respondents were unsure

Most used digital services
(% of respondents who use):
- Windsor's Social Media Platforms (93%)
- Windsor's Website(90%)
- 311 Online (66%)
- MapMyCity (54%)
- Active Windsor (50%)

15 comments mentioned difficulties navigating and finding information on the City of Windsor Website.

The Current-State Review identified several key factors impeding and influencing overall digital modernization at the City

The City of Windsor operates in a unique and complex environment related to digital modernization.

While progress has been made in some areas of the organization through the implementation of modern tools and processes, large parts of the organization rely heavily on outdated, manual, and paper-based processes.

Modernization efforts in the past have been ad-hoc, focused on either departmental imperatives, or low-hanging fruit, with limited investments in larger-scale, yet critical, systems or transformation.

A variety of key factors influence and shape the City's environment for digital modernization.

Key Influencing Factors Include:

Strategy, Governance, and Culture

There is limited corporate leadership, strategy, governance, and prioritization around digital modernization, and the organizational culture often acts as a barrier to change.

Investment in IT Functions and Platforms

Digital systems and IT functions have faced fiscal constraints, resulting in outdated enterprise systems and a minimized role of IT as a change-leader in the organization.

Departmental Silos and Controls

Conversely, departments have taken an outsized role in modernization leadership, resulting in misalignment, duplication, and further IT complexity.

Many opportunities exist for the City to pursue digital modernization; however, these factors will need to be considered and overcome if transformation is desired.

There is limited corporate leadership, strategy, governance, and prioritization around digital modernization, and the organizational culture often acts as a barrier to change

Strategy, Governance, and Culture

Investment in IT Functions and Platforms

Departmental Silos and Controls

- **Digital modernization, and more broadly innovation, has not been a strong central mandate at the City in the past**, and there has been a limited corporate focus from a leadership level to modernize services and digitize away cumbersome, manual processes; there has been limited guidance from a corporate level on prioritization of digital initiatives, limited overall consideration of digital strategy, and a focus on IT operating "in the background".
- Fiscally, the City has focused on maintaining tax rates and, as a result, placed a significant **focus on minimizing spending and reducing costs**; this fiscal policy has not only impacted investment in modernization but has also led to under-funding of core IT systems and infrastructure, the implications of which create significant organizational risk.
- **Historically, the City's culture has been risk averse, and sensitive to change** – it has been suggested that, technologically, the City struggles to implement changes, and change management is a challenge. This culture has shaped the current landscape with respect to digital modernization; many manual, inefficient processes have remained due to perceived risks of digitizing and resistance to new process, and – when digital tools are implemented – processes and workflows are not changed, and significant portions of the associated processes remain manual.

These dynamics have created an **environment without sufficient corporate leadership around modernization, where the focus is on "low-hanging fruit"**, while avoiding more significant, costly initiatives that may require a greater scope of change; as a result, critical improvements of initiatives may be deferred.

Digital systems and IT functions have faced fiscal constraints, resulting in outdated enterprise systems and a minimized role of IT as a change leader in the organization

Strategy, Governance, and Culture

Investment in IT Functions and Platforms

Departmental Silos and Controls

The overall environment of fiscal constraint has led to underinvestment in core IT systems and capabilities, stifled innovation, and participated in shaping the organizational perception of IT.

- As a result of underinvestment, **some of the City's core enterprise IT systems are out-of-date**; this minimizes the impact / possibilities of other IT investments which may be held back or slowed due to poor interaction with these systems, creates operational risks due to age, and often lack of support, and creates a burden of maintenance.
- These funding dynamics, as well as cultural considerations, mean that **innovation is not often a focus**, and **instead, IT time and effort is focused on "keeping the lights on"**, maintaining antiquated systems, and dealing with issues; minimal space is created or available for proactive planning.
- The **underinvestment in core IT systems** has caused departments to explore less costly options. These functional "bolt-on" systems ultimately result in a greater cost of ownership as IT time and effort is spent figuring out how to connect the "bolt-on" system with legacy solutions and manual processes.
- Due to underinvestment in core systems, alternative functional systems (i.e., bolt-ons) are explored or preferred as a cheaper alternative. However, the total cost of ownership can end up being greater due to IT time spent on necessary integrations with legacy solutions and manual processes.
- Furthermore, these dynamics have shaped IT's role in the organization – **IT does not currently play the role as a leader in modernization and innovation, but is perceived as a support function**, with departments often exploring change efforts on their own. This relationship has been reinforced by a lack of Corporate leadership of departmental modernization, and a history of challenges with the implementation of modernization initiatives.

Conversely, departments have taken an outsized role in modernization leadership, resulting in misalignment, duplication, and further IT complexity

Strategy, Governance, and Culture

Investment in IT Functions and Platforms

Departmental Silos and Controls

Departments largely operate in silos and with significant autonomy over modernization and digital transformation, creating a heterogenous environment with little governance and alignment, and differing levels of modernization based on departmental nuances and culture.

- Currently, as a result of limited corporate leadership, **departments often take modernization and digitization efforts into their own hands**, shaping and guiding the process; as a result, modernization across the organization is not consistent, and certain departments have made more progress than others, shaped by their operating circumstances, services, timelines or leadership / staff dynamics.
- An environment has evolved where **departments are often wary of the role of IT in modernization efforts**, having policies, processes and systems imposed on them; frustration around antiquated corporate systems has also shaped this dynamic.
- Instead, **departments often pursue modernization or procurement of solutions on their own terms**; however, **this has resulted in a variety of issues**, including a lack of alignment and duplication of efforts across departments, inconsistent implementation, and an aversion to reviewing / considering end-to-end processes in modernization.
- Furthermore, **systems procured without sufficient IT engagement often possesses issues,** conflict with existing systems, or pose security challenges. The systems when transitioned to IT ownership / support, burden the IT team as departments underestimate the technical and operational needs of the solution.

These dynamics create a barrier to modernization, both in pursuing modernization efforts and in terms of eventual implementation

Strategy, Governance, and Culture

Investment in IT Functions and Platforms

Departmental Silos and Controls

These dynamics have negatively impacted the progress of modernization, and the effectiveness of past modernization efforts.

These interconnected dynamics have created an environment where digital modernization is often not pursued as a result of:

1. Limited centralized leadership / prioritization, and a dispersed ownership model between departments and IT;
2. Limited funding / fiscal opportunity, and a focus on saving, not investing; and,
3. Limited cultural appetite for change to processes.

The organization is rife with **highly manual, paper-based processes** that not only lead to inefficiency for staff, but also minimize the opportunity for further integration, or use of information.

Furthermore, when modernization is pursued, the true benefits / potential is often not achieved because of change management and cultural limitations, including:

1. Limited centralized leadership / governance means that often implementation is inconsistent, and adoption is not uniform;
2. Change management and training are not adequately undertaken, both as a result of cultural and financial considerations; and,
3. Processes are often not digitized completely, or not reconsidered as part of digitization; this is sometimes a resource issue (e.g., time or hardware), but is often driven by a lack of appetite to change process.

Many modernization initiatives are **incomplete** or have suffered from long, slow implementations.

Despite changing appetites towards modernization, these barriers will need to be considered and addressed for effective transformation and change

Consultations and current-state review identified a wide range of opportunities for the City of Windsor to pursue related to digital modernization.

Opportunities exist both to improve the current-state and address gaps in Windsor's processes and capabilities, as well as to expand and pursue new, innovating functionality.

However, the structural concerns identified here will need to be considered and addressed if broader digital modernization efforts are to be successful.

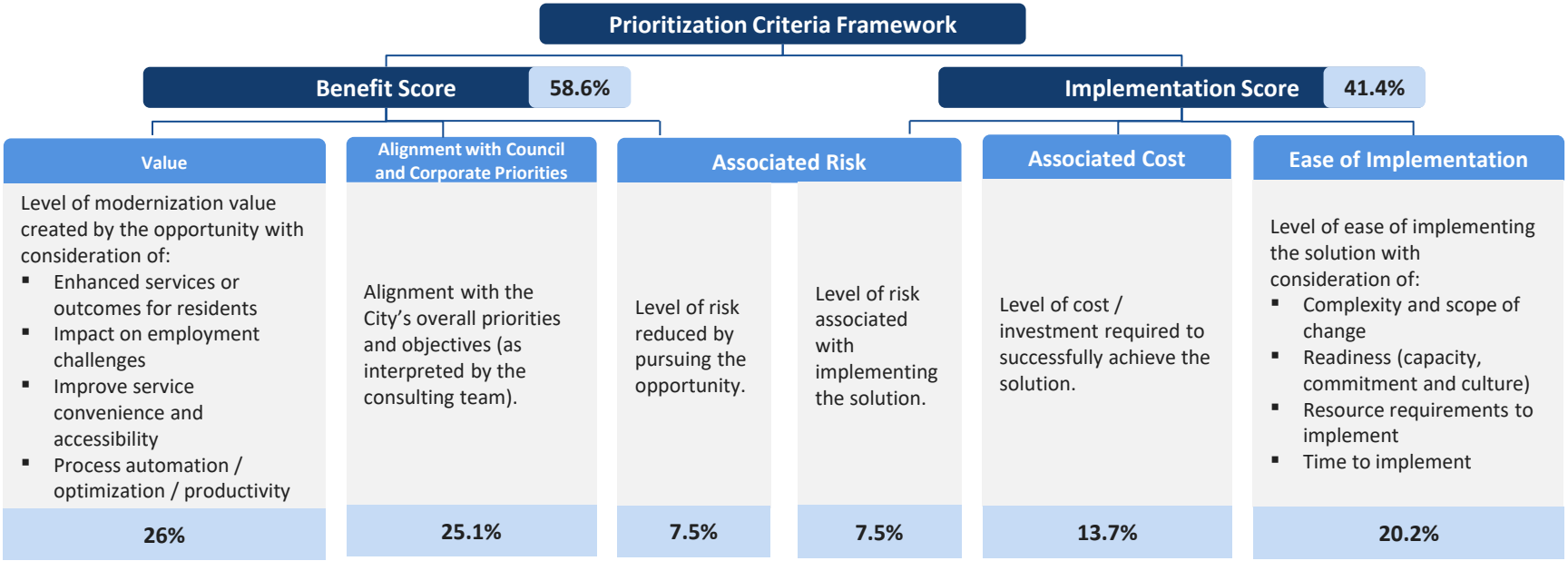
Otherwise, similar issues related to strategy, governance, culture, departmental siloing, and implementation will continue to shape the success of initiatives and hinder overall progress.

Despite these concerns and barriers, attitudes towards digital modernization, and its role in the organization, appear to be improving with an increased appetite for – and acknowledgement of the need for – change.

- An increased focus is being placed on improving IT functionality, implementing more modern processes, reducing the use of manual and paper-based processes, and improving overall digital efficiency and accessibility across the City.
- Critical for success is enhancing the visibility and assertion of cross-corporate lifecycle governance for digital modernization initiatives and including process improvement, change management and training within those initiatives.

3 Opportunities and Solutions

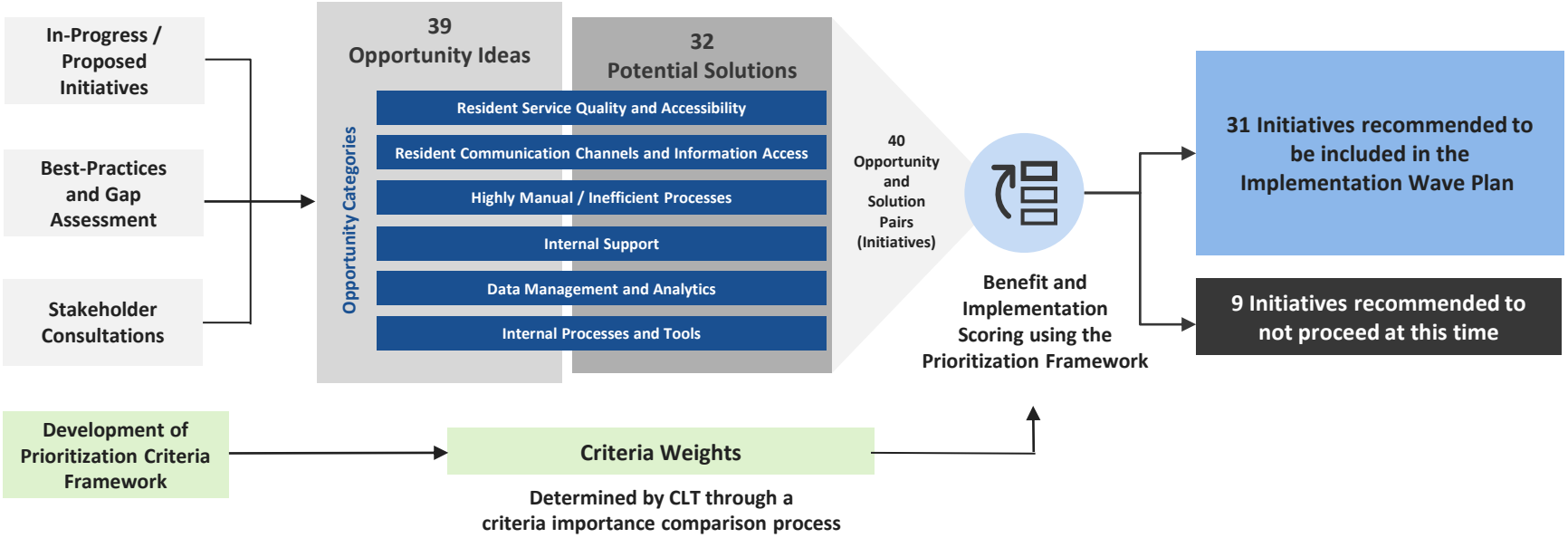
The CLT followed a process to derive a consensus view on the criteria prioritization



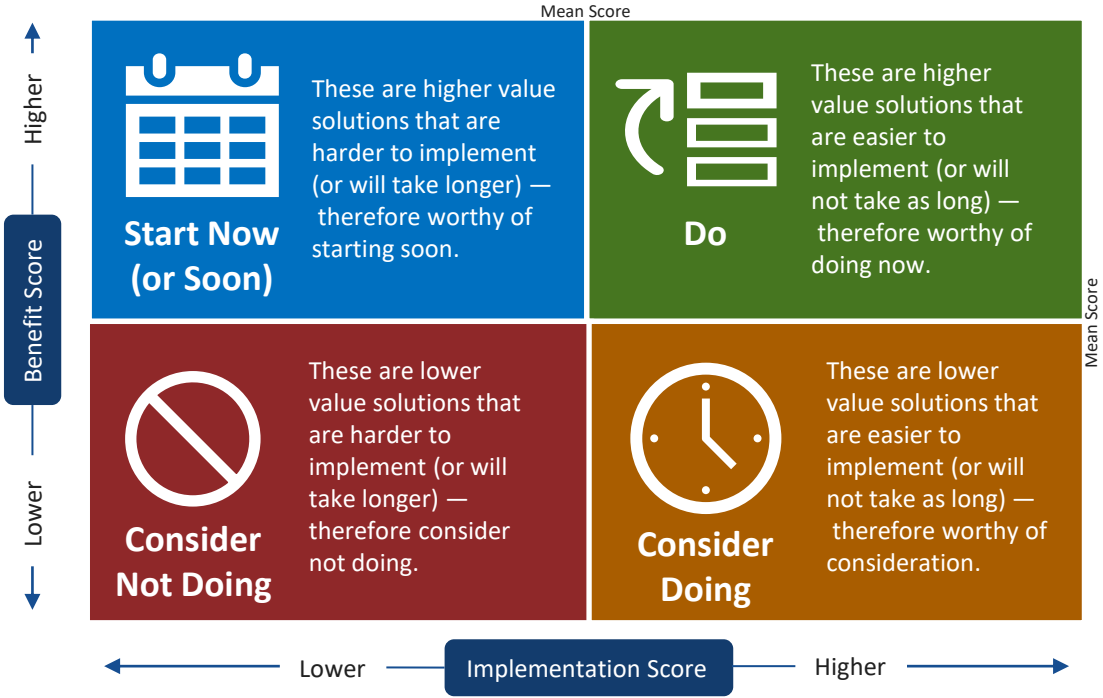
- Each opportunity was assessed to arrive at a **Benefit Score**; similarly, each solution was assessed to arrive at an **Implementation Score**.
- Opportunity and solution pairs were then situated in the 2x2 prioritization framework.
- The Benefit Score for each pair is adjusted by the extent of solution's fulfillment of the opportunity (as a percentage, which we call the **Opportunity Fulfillment Index**).

Opportunities and solutions were identified and assessed using the Prioritization Framework

Digital modernization opportunity ideas and potential solutions were identified through the refinement and synthesis of ideas captured in StrategyCorp's consultations, best-practices, and in-progress / proposed initiatives.



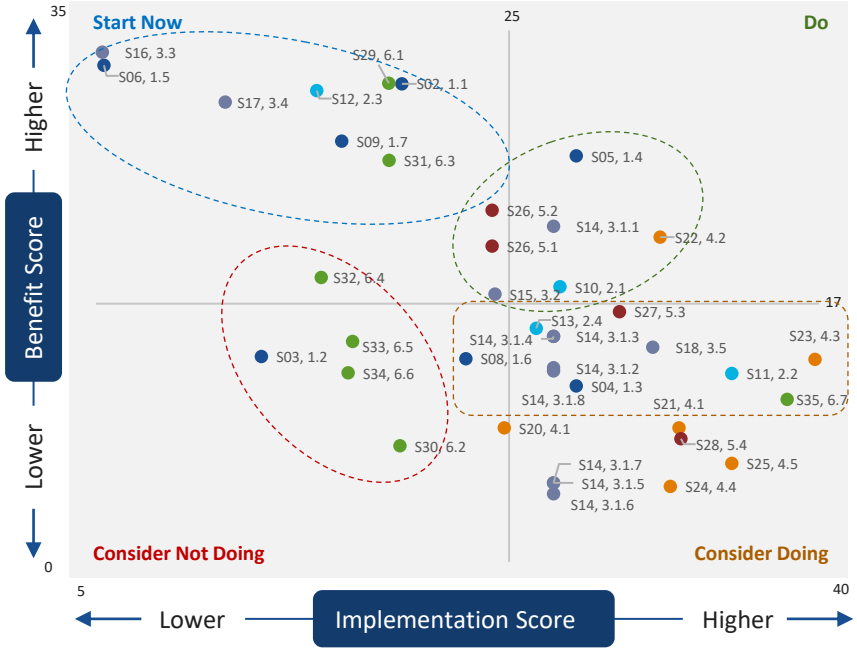
Benefit and Implementation Scores of opportunity / solution pairs were developed and plotted to derive preliminary dispositions into four categories



- Benefit and Implementation Scores were developed by the StrategyCorp team and validated with the Windsor project team.
- The dispositions are "preliminary" rather than final.
- On the following pages, we present two types of scoring graphs:
  - Overall (for all opportunity / solution pairs)
  - For each Opportunity Category (6 in total), which also shows the proposed duration required for each solution
- For each Opportunity Category, we propose which solutions are recommended for inclusion in the Implementation Wave Plan, by indicating the wave timing according to the table below:

Timing of Waves			
Wave 1 Months 1 - 6	Wave 2 Months 7 - 12	Wave 3 Year 2	Wave 4 Year 3

Overall, there is a trade-off between the Benefit and Implementation Scores



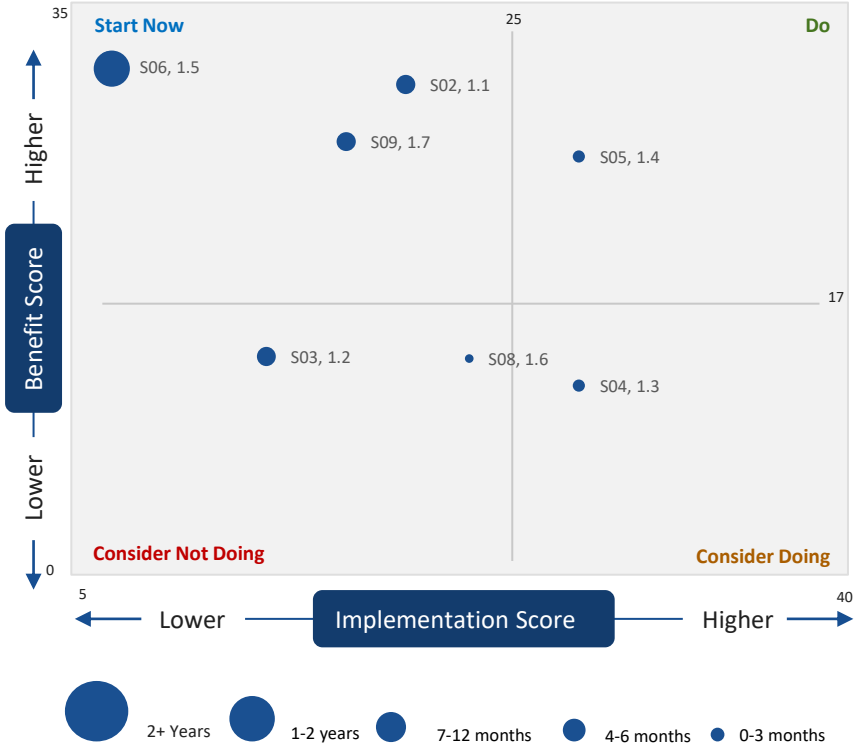
Note: Each dot's label signifies the solution # and opportunity ID.

Opportunity Category Legend

- 1: Resident Service Quality and Accessibility
- 2: Resident Communication Channels and Information Access
- 3: Highly Manual and Inefficient Processes
- 4: Internal Support
- 5: Data Management and Analytics
- 6: Internal Processes and Tools

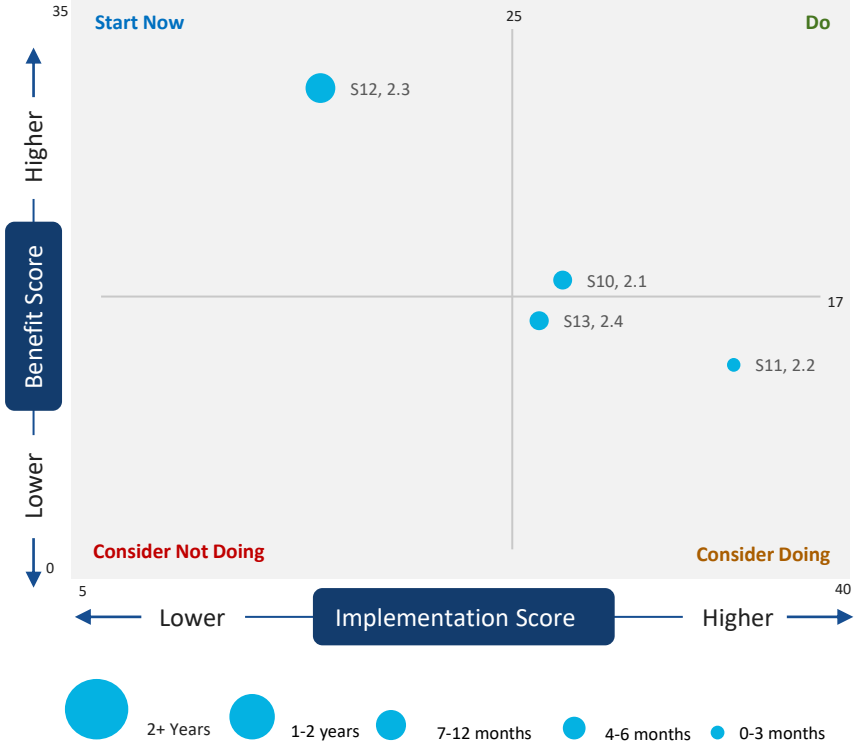
- There are more obvious candidates in each disposition of **Do**, **Start Now**, **Consider Doing**, and **Consider Not Doing** (as shown with the dashed enclosures).
- There are some exceptions.
- We document our recommendations and rationale for inclusion in the Implementation Wave Plan on the following slides for each Opportunity Category.

Opportunity Category 1: Resident Service Quality and Accessibility



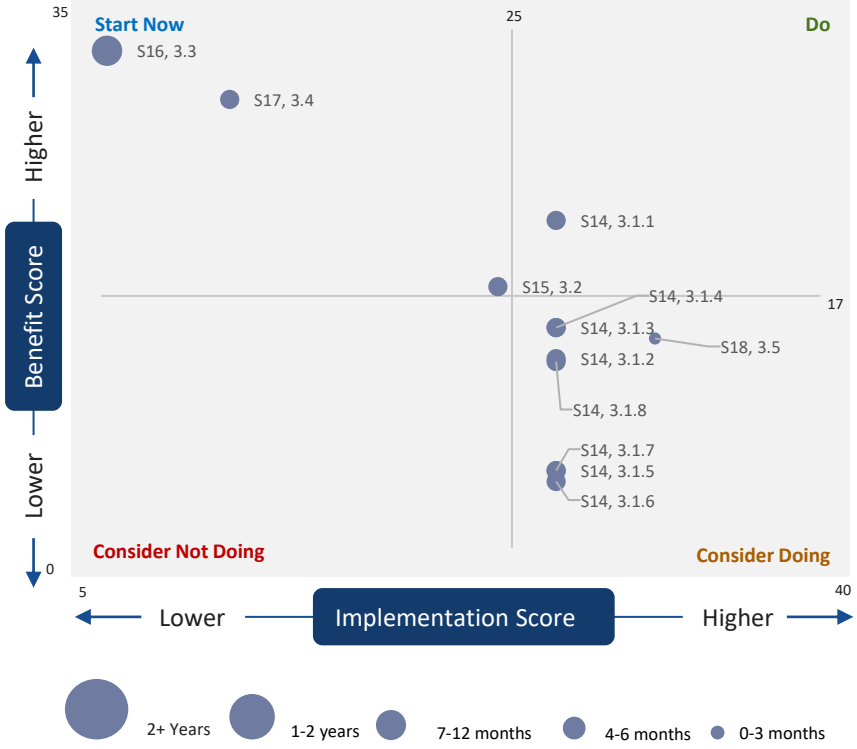
Solution Number and Description	Wave	Rationale
S02. Digital Payments: Expand the use of MyWindsor Online Payments to remotely pay for products and services from various departments while exploring the use of an additional service that will serve as a connector between MyWindsor online payment and PeopleSoft invoices.	1	Reduces special handling of invoices and thus staff effort.
S03. Single Sign On: Migrate service portals to enable single sign on (SSO) for City services.	Exclude	Legacy online services cannot use SSO.
S04. Digital Property Declaration: Implement a digital declaration form in MyWindsor for Property Owners	4	Logical to group S04 and S05 (work on S04 has been scheduled). Placed in Wave 4 to potentially leverage results from related initiative to modernize property tax.
S05. Digital Property Tax Adjustments: Implement digital property tax adjustment requests in MyWindsor paired with the development and introduction of a digital adjustment and approvals process.	4	
S06. New Transit Fare System: Acquire new transit fare system to allow riders to pay for transit via visa, debit, electronic payment, and pre-loaded card	1	Work is already underway.
S08. Expand FrontDesk Queuing: Expand the use of FrontDesk, the queuing platform paired with change management activities to encourage staff buy-in.	Exclude	Effort to create buy-in outweighs marginal value.
S09. Digital Connection to 311: Explore the digitization of the flow of information between 311 Windsor City Services and Service Departments.	2	High value and visibility for residents.

Opportunity Category 2: Resident Communication Channels and Information Access



Solution Number and Description	Wave	Rationale
S10. Digital Interactions with Residents: Develop a clear standard operating procedure for digital interactions with residents and sharing of best practices paired with a comprehensive governance model.	1	Creates a uniform customer service centric approach to resident interactions.
S11. Resident Consultation Approach: Review the learning from the Bang The Table (BTT) pilot and implement it across the enterprise with a governance strategy guiding resident consultation.	1	Work is already underway. Creates a uniform approach to how resident consultations take place.
S12. City Website Refresh: Refresh the City's public facing website to be customer centric, in compliance with AODA standards, user friendly, and modern. This should be paired with a governance strategy guiding the roles and responsibilities of each team pertaining to the maintenance of the city website.	2	Improves resident experience with digital city services and increases access to information.
S13. Data Governance: Develop a clear governance model around data including criteria to determine if a particular data set is valuable to the public and outlining a requirement for departments to publish data.	3	Municipal best practice to publish data for use by residents and other municipalities.

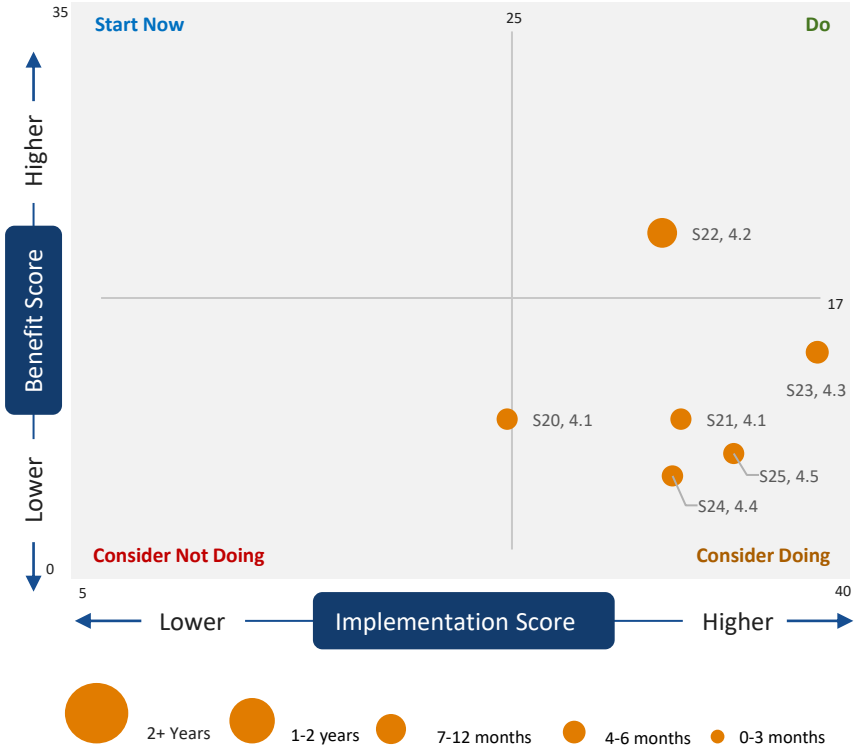
Opportunity Category 3: Highly Manual and Inefficient Processes



Solution Number and Description	Wave	Rationale
S14. Digitize HR Processes[1]: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally pertaining to **recruiting**.	2	Essential for talent attraction.
S14. Digitize HR Processes: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally pertaining to **performance appraisal, accident incident forms, leave of absence requests**.	3	Uses existing systems to reduce staff time and avoids risks associated with staff dissatisfaction. Feasibility needs to be established as a first step.
S14. Digitize HR Processes: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests and forms digitally pertaining to **pay grade change, travel authorizations, and vacation requests**.[2]	Exclude	Other HR processes are higher priority due to volumes. This could be revisited if the other HR processes go well.
S15. Digitize City Files: Embark on a Digitization of City files project that is paired with appropriate governance and operating procedures.	4	Addresses concern of space dedicated to paper storage, which is better suited for other purposes.
S16. Financial Modernization Review: Carry out a financial modernization review with a focus on system replacement.	3	Allows for the digital modernization of manual financial processes and procedures.
S17. Accounts Payable Review: Conduct an accounts payable review to understand the requirements and source a tool that can accept and process accounts payable digitally.	2	Improve the accuracy of a critical component of the City's operations and reduce staff time on manual processes.
S18. Fleet Focus Expansion: Expand the use of FleetFocus for work order, vehicle checks, and tracking to enable digitization of existing manual processes.	1	Use an existing system to reduce staff time spent on manual processes.

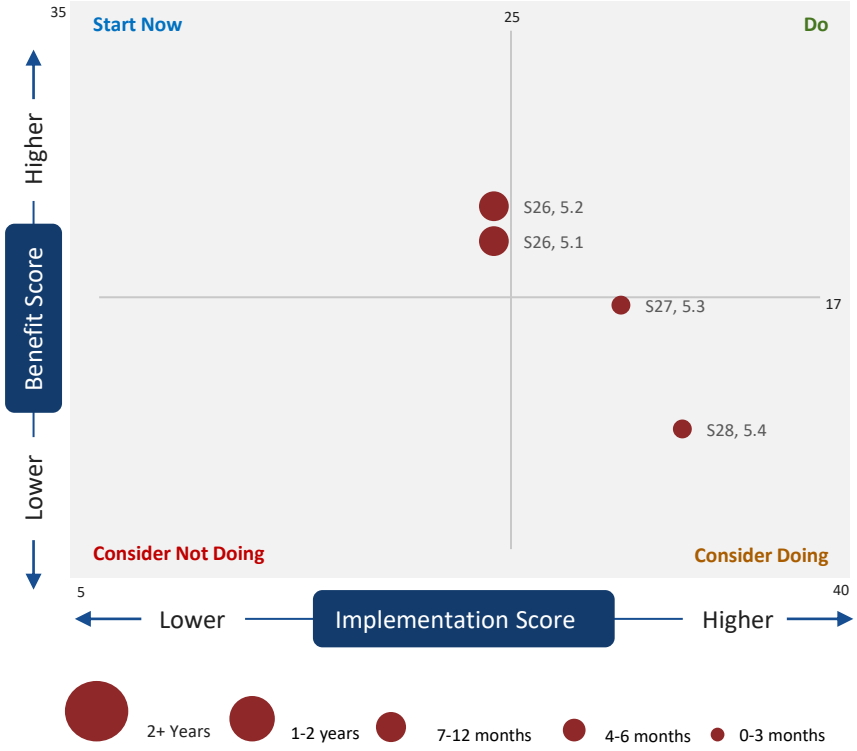
Note [1]: Solution 14 addresses 8 sub-opportunities pertaining to the digitization of human resource (HR) processes.
Note [2]: Initiative S14, 3.1.7 calls for the digitization of vacation requests across more departments. However, a number of departments use an effective manual approach that is not enhanced through digitization.

Opportunity Category 4: Internal Support



Solution Number and Description	Wave	Rationale
S20. Digitize Course Registration through ACTIVENet: Expand the use of ACTIVENet to enable course registration.	Exclude	Not suited for internal use (meant for residents). Also, transaction-based license model could be costly.
S21. Digitize Course Registration: Investigate the feasibility of SharePoint, the existing E-Learn system or FrontDesk as an alternative to enable course advertising and registration.	Exclude	Limited benefit does not justify the effort.
S22. Service Now Centralization: Centralize all IT requests through the ServiceNow channel (and close other channels, except for help desk operators who can enter requests on behalf of callers).	1	Work is already underway. This streamlines workflows.
S23. IT Service Catalogue: Develop the front facing IT Service Catalogue in ServiceNow.	1	Work is already underway. This streamlines workflows.
S24. Share Point and Intranet: Define the use of SharePoint and the City's Intranet. Publish, implement and train users in new procedures.	2	Relatively easy to implement while demonstrating tangible action and better use of City tools. Coordinate with S35 (Teams).
S25. Collaborative Digital Tools: Develop governance standards and a training plan for using collaborative tools including Outlook, Microsoft Teams, OneDrive and SharePoint, monitoring compliance, and eliminating use of other collaborative tools.	2	

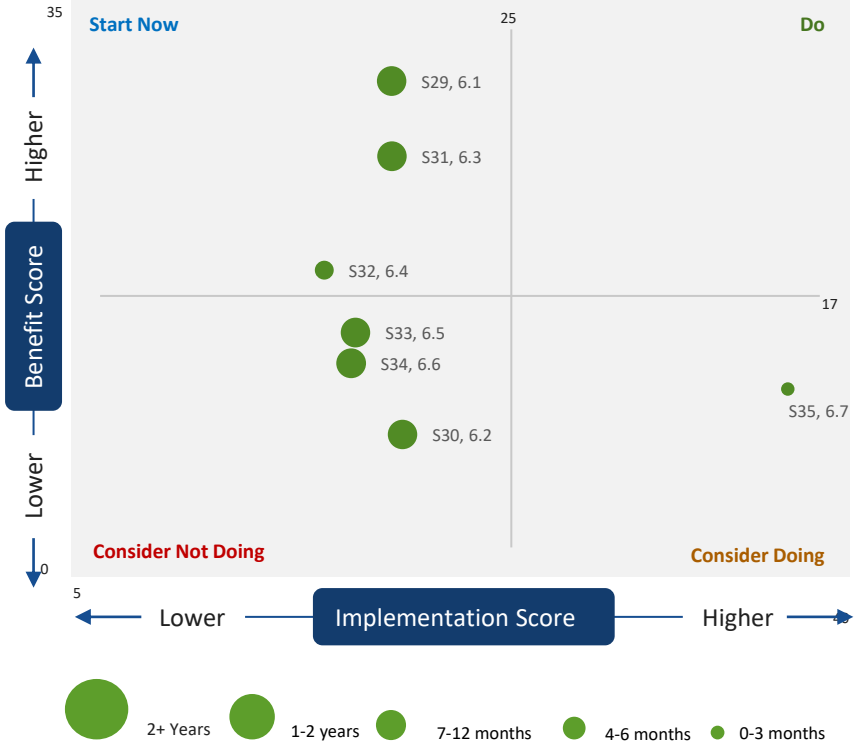
Opportunity Category 5: Data Management and Analytics



Solution Number and Description	Wave	Rationale
S26. Data Management and Business Intelligence[1]: Develop organizational wide data management and business intelligence plan with the Data Management Program Manager.	2	Work is already underway.
S27. Executive Training: Provide learning and training opportunities for leadership and Executive Initiative Coordinator staff to use available technological tools.	3	Enable efficient and informed decision making.
S28. Windsor 311 "Live-Map": Expand use of Windsor311 to "live-map" service requests.	Exclude	Limited benefit does not justify the effort.

Note [1]: Solution 26 addresses two opportunities: opportunity 5.1 further formalize governance of data, and opportunity 5.2 explore data analytics and BI literacy.

Opportunity Category 6: Internal Processes and Tools



Solution Number and Description	Wave	Rationale
S29. Replace Agenda.Net: Replace Agenda.Net with an AODA compliant, more functional, and user-friendly solution.	2	Replacement solution is required to be AODA compliant.
S30. Migrate Fire Prevention: Transfer Fire prevention processes from Amanda into ICO as the sole operational system.	2	Recent recommendation by Amanda Governance Committee.
S31. Field Staff Technology: Build business case and implementation plan to equip field staff with technology to implement digitization of processes.	1	Improves communication and increases efficiency of work.
S32. Integration of Payment Systems: Expand use of SnapLogic to integrate finance systems across payment processes.	1	S32 is an important enabler for other payment related initiatives. S33 to build on lessons learned from S32.
S33. Integration Tool: Expand use of SnapLogic as the integration platform of choice with a dedicated integration support team.	3	
S34. AI Technology in Road Maintenance: Expand use of AI technology for road maintenance based on the successful automation pilot.	Exclude	Limited capability to implement and manage.
S35. Video Conferencing: Reconcile all video conferencing into one platform: Microsoft Teams.	2	Work is already underway. Coordinate with S24 and S25.

4 Windsor's Digital Modernization Strategy

Windsor's Digital Modernization follows a framework focused on achieving the central vision through execution of a series of priority digital initiatives

Windsor's Digital Modernization Strategy Framework

The Digital Modernization Strategy is guided by our recommended **Digital Vision Elements** for Windsor's digital future. This vision outlines how the City will transform its operations, services, and relationships to create a digital future-state.

Additionally, recommended **Guiding Principles** help establish how the City will implement the strategy, and what concepts should guide development.

In order to achieve the established vision, the Digital Modernization Strategy sets out a variety of sequenced **Initiatives** (i.e., opportunity and solution pairs) which the City should plan for and undertake to reach its digital objectives.

These initiatives were identified from a variety of sources, including stakeholder consultation and municipal best-practices, and are prioritized to help guide sequencing.

Finally, several key **risks** for execution of the Digital Modernization Strategy, as well as **mitigating tactics**, were identified and included.

The recommended vision elements describe the desired outcomes of the strategy – they answer "what should the City look like if we are successful"

The digital vision elements—across six elements—set the goal for Windsor's modernization and its desired future state; decisions made and priorities established under the strategy should align with and enable this vision

The City uses modern digital tools and technologies to **enhance service delivery**.

Highly manual processes are digitized, improving efficiency and accessibility.

Residents can easily access information and services on their own terms.[1]

The City makes digital modernization an **ongoing priority**.

The City's **digital services and information are secure, private, trusted, and reliable.**

Data is effectively collected and used to enable fact-based decisions and reporting.

Note [1]: Digital Modernization of services should not replace traditional methods of accessing services (i.e., phone or in-person channels) but increase the options available to residents.

The recommended guiding principles help define how Windsor should proceed with its digital modernization

In addition to the vision elements, the six guiding principles aim to ground the City's digital modernization so that efforts are aligned and strategic.

The Digital Modernization Strategy needs to be viewed as an **ongoing opportunity** to reinvent the future, not a one-time check the box exercise.

Initiatives should be **grounded, practical, achievable**, and carefully consider how much customization is necessary.

The Digital Modernization Strategy is about more than just technology and should consider **how processes and people** are structured to support the City.

Opportunities need to be **clearly prioritized for their benefit and resourced** based on a common set of criteria.

There must **be clear governance and ownership paired with performance-based accountability** in order to achieve success.

All City initiatives should consider digital implications and opportunities as **digital modernization cannot take place in a silo**.

Windsor's core modernization initiatives fall under four focus areas, based on overall modernization objective / impact forming the Implementation Wave Plan

The wave in which an initiative starts is shown	Digital Modernization Initiative Focus Areas				Total
	Resident Services	Process Improvement	Data and Governance	Technology and Tools	
Wave 1 Months 1 – 6	▪ S02, 1.1. Digital Payments ▪ S06, 1.5. New Transit Fare System	▪ S18, 3.5. Fleet Focus Expansion ▪ S22, 4.2. Service Now Centralization ▪ S23, 4.3. IT Service Catalogue	▪ S10, 2.1. Digital Interactions with Residents ▪ S11, 2.2. Resident Consultation Approach	▪ S31, 6.3. Field Staff Technology ▪ S32, 6.4. Integration of Payment Systems	9
Wave 2 Months 7 – 12	▪ S12,2.3. City Website Refresh	▪ S09, 1.7. Digital Connection to 311 ▪ S14, 3.1.1. Digitize HR Processes ▪ S17, 3.4. Accounts Payable Review	▪ S24, 4.4. Share Point and Intranet ▪ S25, 4.5. Collaborative Digital Tools ▪ S26, 5.1. Data Management and Business Intelligence ▪ S26, 5.2. Data Management and Business Intelligence	▪ S29, 6.1. Replace Agenda.Net ▪ S35, 6.7. Video Conferencing ▪ S30, 6.2. Migrate Fire Prevention	10
Wave 3 Year 2		▪ S14, 3.1.2. Digitize HR Processes ▪ S14, 3.1.3. Digitize HR Processes ▪ S14, 3.1.4. Digitize HR Processes ▪ S14, 3.1.8. Digitize HR Processes ▪ S16, 3.3. Financial Modernization Review	▪ S13, 2.4. Data Governance	▪ S27, 5.3. Executive Training ▪ S33, 6.5. Integration Tool	9
Wave 4 Year 3	▪ S05, 1.4. Digital Property Tax Adjustments ▪ S04, 1.3. Digital Property Declaration	▪ S15, 3.2 Digitize City Files			3
Total	5	12	7	7	31

Legend: Each initiative is colour coded to reflect the results of the preliminary disposition of **Do**, **Start Now**, **Consider Doing**, and **Consider Not Doing**.

Additionally, sets of related and deferred initiatives were identified that should be considered alongside the strategy

Related Initiatives

Related initiatives are other initiatives that do not fit within the Digital Modernization Strategy but should be considered alongside it due to a degree of alignment, dependency, or overlap.

- **The replacement of PeopleSoft** (the City's legacy enterprise finance and HR system) is on the transformation agenda.
  - Initiatives like the Financial Modernization Review and Accounts Payable Review should help in setting requirements for replacement.
  - The impending replacement also places limits to how much effort should be put into HR digitization initiatives .
- **The consideration of Amanda** in further modernization efforts; staff indicated ongoing struggles with usage and integration, although the recent upgrade may mitigate some of the difficulties.
- **Modernization of Property Tax** is in its early stages of investigation (which may impact the two tax related initiatives).
- **Upgrade Windsor's Microsoft Suite version** to better enable other systems / tools and maintain support.

Deferred Initiatives

Deferred initiatives represent potential initiatives that were identified as part of the overall Digital Modernization Strategy yet were deprioritized for implementation either because of a limited current alignment, operational complexity, or a higher level of dependency on other initiatives.

Although not planned for under the strategy, these initiatives should still be considered alongside overall operationalization, and opportunities to address them may emerge over time.

- S03, 1.2: Single Sign On
- S08, 1.6: Expand FrontDesk Queuing
- S14, 3.1.5: Digitize HR Processes (pay grade change)
- S14, 3.1.6: Digitize HR Processes (travel authorization)
- S14, 3.17: Digitize HR Processes (vacation requests)
- S20, 4.1: Digitize Course Registration through ACTIVENet
- S21, 4.1: Digitize Course Registration
- S28, 5.4: Windsor 311 "Live-Map"
- S34, 6.6: AI Technology in Road Maintenance

Successful execution of the Digital Modernization Strategy will require the City to navigate several potential risks

Risks and Barriers

Staff Adoption and Culture

Some staff may be reluctant to adopt new technologies and / or processes. Without strong leadership, accountability, and 'deconstruction' of old processes, staff may undermine and resist change.

Allocation and Prioritization of Resources

Resources need to be adequately allocated to ensure that modernization is successful. Not only financial investments will be required, but staff time will also need to be carved out for adopting new tools, processes, and technologies.

Accessibility and Support

Not all staff and residents may be able to access digital services, tools, and technologies. This could be the result of dated hardware, limited connectivity, or low digital literacy. The City will need to consider and include training, and other supports for as part of the strategy.

Communication and Outcome Management

Objectives and desired outcomes must be actively communicated to all relevant stakeholder so that they are aware of expectations. KPIs need to be identified to track success and progress should be widely shared to build accountability and transparency.

These risks should be actively mitigated by incorporating a variety of approaches and considerations into execution of the strategy

Risks and Barriers

Staff Adoption and Culture

Mitigations

- Executive Sponsorship
- Building a Culture of Implementation
- Active Allocation of Training / Familiarization Time for New Tools / Processes

Allocation and Prioritization of Resources

- Consistent and Transparent Prioritization and Resource Allocation Approaches Enshrined in the Digital Governance Model
- Clearly Assigned, Singular Ownership / Accountability for Initiatives

Accessibility and Support

- Comprehensive Staff Training Program
- Assigned Staff Capacity / Time for Training
- Opportunities / Considerations for Training and Support

Communication and Outcome Management

- Active Change Management Strategy / Approach
- Clearly Established KPIs / Expectations
- Consistent Monitoring and Reporting

Critical Success Factors for Execution

Selecting and implementing the "best" initiatives while managing organizational capacity, capability and energy to implement is an ongoing strategic balancing act. "Best" is defined through regularly refreshing prioritization criteria and weightings.

1 Adequate Resources

Initiatives identified in this strategy need to be actively and adequately resourced to be successful.

Between operational needs, in-progress digital initiatives, and related initiatives, many staff are already at capacity. For this strategy to be successful, the City will need to adequately invest in establishing the required staff capacity and capabilities.

Furthermore, clear expectations regarding ownership, timelines, and execution must be set based on capacity and capabilities so that outcomes are realistic, and realizable.

2 Change Management

Change needs to be actively managed and communicated to both staff and residents as new initiatives are pursued and impact operations / services.

The City needs to pursue an active change management strategy to support adoption and reinforce new processes and behavior. Without this, both staff and residents may hesitate to adapt to the change and undermine the City's ability to fully realize the desired outcomes of this work.

3 Cross-corporate Governance

Modernization initiatives require active governance and should be continually monitored and assessed as progress is made.

Cross-corporate governance needs to be established for initiatives to be successful. Ownership needs to be direct and transparent, ensuring that – while many stakeholders may take part in an initiative – there is a clear, singular accountable body. Progress is monitored using the metrics defined in each initiative's value case.

4 Multi-Criteria Portfolio Management

Ongoing digital portfolio management using the tools outlined in this strategy will allow the City to reassess their priorities at any given point in time.

The Digital Modernization Strategy provides the City with an approach that can be used at any point in time by the City to reassess and reprioritize opportunities and solutions to determine which initiatives are appropriate to pursue and when.

Digital modernization should be viewed as an evergreen process

This Digital Modernization Strategy should be considered the *first iteration* of an ongoing process to identify opportunities, assess them against common criteria, and optimize a portfolio of initiatives to continue to drive modernization over time.

Digital Modernization Strategy

This Strategy includes:

- An "**point-in-time" view of modernization** opportunities; and
- A **prioritization framework and criteria** based on current priorities

The strategy and high-level timing of initiatives can form the basis for a City-wide modernization program, but requires a clear governance structure to implement effectively.

Value Management Framework

To drive execution over time, the City should implement a framework and processes to manage the portfolio, including:

- **Business cases** (or value cases") to define expected benefits
- **Capacity management** to identify constraints and align resources to projects
- **Financial management** to control spend decisions
- **Performance management** to track the realization of benefits over time

Integrated Governance

The Value Management Framework implemented to govern the modernization program needs to integrate into the City's overarching governance structures. This should be done in a manner that enables:

- **Transparency** on progress across the organization
- **Leadership alignment** to ensure continued progress
- **Proactive decision-making** to make changes to the portfolio as required

Ongoing Modernization

As the City makes progress, new opportunities will arise and priorities will shift. To build an evergreen capability, processes should be put in place to:

- **Identify new opportunities**
- **Review the prioritization criteria on a regular basis**
- **Intake and assess new opportunities**

The process used to create the Digital Modernization Strategy can form the basis for these processes as the first iteration.

5

Initative Profiles

Profiles were assembled for each initiative in order to support operationalization and overall execution of the Digital Modernization Strategy

Profiles were created for each of Winsor's initiatives, including details on execution, cost, resource requirements, risks, and other key initiative characteristics; an overview of the profiles' contents can be found below.

Initiative Overview and Execution Considerations

- **Opportunity Overview:** A summary of the opportunity, including relevant details or considerations.
- **Solution Overview:** A summary of the proposed solution(s).
- **Solution Design Considerations:** A summary of key design considerations evaluated during solution design.
- **Opportunity Fulfillment Index:** The extent to which the solution addresses the opportunity.
- **Benefit Score:** The score assigned to an opportunity when evaluated for value, alignment with council and corporate priorities, and risks reduced. Higher scores are better. For these initiatives, the benefit scores ranged from 4.5 (lowest) to 33.6 (highest), with the mean score of 16.9.
- **Implementation Score:** The score assigned to a solution when evaluated for ease of implementation, associated cost, and associated risk. Higher scores are better, in that the ease of implementation is higher. For these initiatives, the implementation scores ranged from 5.3 (lowest) to 39.8 (highest), with the mean score of 24.7.
- **Sub-Initiatives:** Any significant sub-components of this initiative.
- **Cost Considerations:** High-level cost considerations for technology, resources and other cost items related to the implementation of the initiative.
- **Additional Considerations:** Additional considerations related to this initiative as discerned from research or consultation. Predecessor dependencies as applicable will be included.
- **Execution Timeframe:** High-level proposed timeframe for execution of the initiative.
- **Best Practice Guidance:** Best-practice guidance or considerations for the initiative based on municipal practice or research.
- **Key Performance Indicators:** Potential KPIs to track the successful execution of the initiative.

Initiative profiles can be found on the following pages.

Note: Initiative profiles – particularly costs considerations- represent only a starting point for operationalization, and upon more detailed scoping further development will be required.

RESIDENT SERVICES

S02, 1.1 Digital Payments

SOLUTION

S02. Expand the use of MyWindsor Online Payments as a Payment Card Industry (PCI) compliant way to remotely pay for products and services from various departments while exploring the use of an additional service that will serve as a connector between MyWindsor online payment and PeopleSoft invoices.

OPPORTUNITY

1.1. Establish Consistent and Accessible Digital Payments for Resident Services: Implement common, efficient e-payment solutions for key resident services, including 311 Garbage Pickup, Council Services, POA, and more.

Online payments system for several services are not standardized - some use Cloud Permit (e.g., Planning, Building services), while others use the online MyWindsor platform. Areas such as 311 Bulk Garbage Pickup, Council Services (By-law enforcement inspection and offenders' fees, vital Statistics and licensing) were identified as needing a hosted checkout solution to collect credit card payments online and to reduce intake of payment over the phone and email. Furthermore, some residents must physically come into City Hall or pay via physical cheque for invoices.

OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility

EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	31.5
IMPLEMENTATION SCORE	19.8
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Soon
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- Not all paid resident services and products offer online payment options. Most services that trigger an immediate online payment have been accommodated by MyWindsor.
- Services that are invoiced through the centralized process in PeopleSoft cannot be paid for online due to a lack of integration between MyWindsor, PeopleSoft, and Finance business requirements / processes.
- By introducing a new tool, the City would be able to bridge the gap between the PeopleSoft invoice and the MyWindsor Online Payment.

COST

- There would be a cost associated with the additional service that will connect PeopleSoft invoices to MyWindsor Online Payment portal.

ADDITIONAL

- The City is in the process of implementing myBusiness, an initiative in test phase that initially be used by lawyers to access tax information (ETI - External Tax inquiry).

BEST PRACTICE GUIDANCE

- All public sector organizations are providing online payments for as much as possible.

KEY PERFORMANCE INDICATORS

- Number of online payment processes
- Reduction in non-online payments

RESIDENT SERVICES

S06, 1.5 New Transit Fare System

SOLUTION

S06. Acquire new transit fare system to allow riders to pay for transit via visa, debit, electronic payment, and pre-loaded card.

OPPORTUNITY

1.5. Digitize Transit Fare Payment: Implement digital payment options both remotely (i.e., for residents to reload smart cards at home) and at fare boxes / transit locations.

Currently, customers have to purchase transit passes at physical points of sale, a remote reload option is not available. Transit cards are purchased for a certain number of rides or days. Furthermore, fare boxes at Windsor Transit are reaching end of life and have limited functionality which has caused a lack of service delivery.

OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	32.7
IMPLEMENTATION SCORE	5.4
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Soon
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- Council has approved funding for a farebox digital payment solution.
- Transition to a digital fare payment system is a major multi-year undertaking, involving infrastructure upgrades in vehicles and requiring significant resources and funding.
- FrontDesk is currently being scoped as a solution to allow the purchasing of a single time use electronic transit fare. As part of the implementation of the electronic transit fare, this solution will be connected to MyWindsor in a second iteration.

COST

- There would be a cost associated with the procurement of a new transit fare system including but not limited to installation of new hardware and fare boxes, point of sale kiosks, new passes.

ADDITIONAL

- This is a key deliverable for the Transit Strategic Plan.
- For this initiative to be successful, connectivity capabilities on buses to validate fares and introduce other customer benefits needs to be enhanced.

BEST PRACTICE GUIDANCE

- Windsor's current approach is inflexible and not what transit riders now expect.

KEY PERFORMANCE INDICATORS

- Number of transit system users.

RESIDENT SERVICES

S12, 2.3 City Website Refresh

SOLUTION

S12. Refresh the City's public facing website to be customer centric, in compliance with AODA standards, user friendly, and modern. This should be paired with a governance strategy guiding the roles and responsibilities of each team pertaining to the maintenance of the city website.

OPPORTUNITY

2.3. Review and Refresh the City Website with Modern Capabilities: Explore opportunities for fillable forms, embedded video, AODA standards, live chat, and others; leverage Google Analytics data to enhance usability and accessibility.

The City's public facing website is currently missing key features that would improve customer satisfaction with the website. There is a need to improve the user friendliness, accessibility, and AODA compliance of the City's website by leverage existing information and data (i.e. through Google Analytics Tool).

OPPORTUNITY CATEGORY: Resident Communication Channels and Information Access

EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years

SUB-INITIATIVES

- Website's infrastructure upgrade.
- Review of content management process to ensure consistency and quality.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	31.0
IMPLEMENTATION SCORE	15.7
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Soon
WAVE	2

CONSIDERATIONS

SOLUTION DESIGN

- The City's IT team is capable and has the capacity for the website refresh if prioritized.
- The City's current website is built on the SP2010 platform which resides on 2008 servers. To meet cyber insurance obligations, the City needs to move to a different infrastructure.
- Content for the website is written from a process operations perspective and not customer centric. Large amounts of outdated and static information create challenges for the website's search function.

COST

- There would be a cost associated with the procurement of a new infrastructure.

ADDITIONAL

- Departments currently manage their own content for the website, leading to inconsistency and quality issues. A central coordination/publishing team is needed to work with departments, while IT owns and manages the technical elements.

BEST PRACTICE GUIDANCE

- Resident and business expectations are higher than what the current website provides (which lags behind other municipalities).

KEY PERFORMANCE INDICATORS

- Number of website visits
- Frequency and usage of service access

RESIDENT SERVICES

S05, 1.4 Digital Property Tax Adjustments

SOLUTION

S05. Implement digital property tax adjustment requests in MyWindsor paired with the development and introduction of a digital adjustment and approvals process.

OPPORTUNITY

1.4. Digitize Property Tax Adjustments: Provide a digital channel on MyWindsor to accept property tax adjustment requests electronically without paper copies or written signatures.

The current Property Tax Adjustment process is manual and requires paper copies and written signatures to be processed and approved. Customer and staff time is spent on processing forms on paper and not on a centralized online channel (MyWindsor).

OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- Introduction of a new Tax Adjustment Process in Finance.

PREDECESSOR DEPENDENCIES

- Modernization of Property Tax may impact this initiative.

PRIORITIZATION

BENEFIT SCORE	26.7
IMPLEMENTATION SCORE	28.3
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Soon
WAVE	4

CONSIDERATIONS

SOLUTION DESIGN

- Residents are already using MyWindsor for a variety of City services and would respond positively to the digitizing property tax adjustments.
- Along with the introduction of a digital resident facing form, there will be a need for a new process within the finance department that would allow this to be fully digital.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Municipalities are driving adjustment requests online.

KEY PERFORMANCE INDICATORS

- Number of online Property Tax Adjustment forms completed
- Reduction in paper Property Tax Adjustment forms.

RESIDENT SERVICES

S04, 1.3 Digital Property Declarations

SOLUTION

S04. Implement a digital declaration form in MyWindsor for Property Owners.

OPPORTUNITY

1.3. Introduce Online Declaration Form for Property Owners: Provide a digital channel for property owners to declare online desired participation in the affordable housing programs.

Currently, there is a lack of upfront online declaration form for property owner. Providing a digital channel on MyWindsor for property owners to declare online will enhance the user experience and increase the participation rate in programs. After property owner / resident completes the online form, Amanda property checker can pull fields that match the property database

OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- Modernization of Property Tax may impact this initiative.

PRIORITIZATION

BENEFIT SCORE	11.6
IMPLEMENTATION SCORE	28.3
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	4

CONSIDERATIONS

SOLUTION DESIGN

- There is a need for a digital channel for property owners to declare online any participation in the affordable housing programs and outlines that an online declaration form to identify a property owner's status for the Vacant Home Tax Program, Residential Short Term Rent Licensing Program, and Air B&B Tax Program will address this need.
- The City is scheduled to be work on an online form in Q1 of 2023 to support Administration in taxing vacant properties.
- Council direction will guide the details of the online form.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Municipalities are driving declarations such as these online, to reduce paper handling and streamline process.

KEY PERFORMANCE INDICATORS

- Number of online Property Tax Adjustment forms completed
- Reduction in paper Property Tax Adjustment forms.

PROCESS IMPROVEMENT

S15, 3.2 Digitize City Files

SOLUTION

S15. Embark on a Digitization of City files project that is paired with appropriate governance and operating procedures.

OPPORTUNITY

3.2. Sort and Digitize Existing City Files: Digitize existing files to enhance data accessibility, eliminate duplicates, and reduce space used for storing files: employee files, contracts, collective agreements, and more.

OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	17.6
IMPLEMENTATION SCORE	24.3
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Soon
WAVE	4

CONSIDERATIONS

SOLUTION DESIGN

- There are a great deal of paper files and records that could be digitized and improve access to key information if there is a clear governance and operating procedures supporting the digitization initiative.
- Addresses concern of space dedicated to paper storage, which is better suited for other purposes.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations.

ADDITIONAL

- Paper files are currently taking up a great deal of space and posing structural concerns for the buildings they are in.
- The City is about to begin the discovery on an Electronic Records Management solution.
- Building/Planning/ROW is currently going through an exercise to digitize paper records and a temporary repository solution is being considered. Learnings from this engagement can be leveraged.

BEST PRACTICE GUIDANCE

- Use of third-party services to conduct a scanning catch-up is worth exploring.

KEY PERFORMANCE INDICATORS

- Report on volume of digitization as it progresses.

PROCESS IMPROVEMENT

S18, 3.5 Fleet Focus Expansion

SOLUTION

S18. Expand the use of FleetFocus for work order, vehicle checks, and tracking to enable digitization of existing manual processes.

OPPORTUNITY

3.5. Digitize Commercial Vehicle Paper Forms: Explore opportunities to digitize commercial vehicle checks and tracking.

Currently, commercial vehicles drivers must fill out paper forms on vehicle checks. Monitoring and tracking compliance with this procedure is difficult and creates issues with locating hardcopies when requested by the Ministry of Transportation. The city currently uses FleetFocus which provides a digital record of staff GPS locations, but paper reports are not automatically loaded into this system.

OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	14.1
IMPLEMENTATION SCORE	32.0
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- FleetFocus is a tool already in use in Parks and uses GPS records to validate paper records.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Consistent with the overall drive to digitize.

KEY PERFORMANCE INDICATORS

- Number of digital commercial vehicle paper forms.

PROCESS IMPROVEMENT

S22, 4.2 ServiceNow Centralization

SOLUTION

S22. Centralize all IT requests through the ServiceNow channel (and close other channels, except for help desk operators who can enter requests on behalf of callers).

OPPORTUNITY

4.2. Centralize IT Support Communications / Requests: Review and reduce communications channels into IT for support / requests to ensure digital channels are best leveraged.

Currently, ServiceNow (ITSM) is not being fully utilized and given the expansive features in the application, potential opportunities exist to use this existing system to streamline work.

OPPORTUNITY CATEGORY: Internal Support

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None

PRIORITIZATION

BENEFIT SCORE	21.4
IMPLEMENTATION SCORE	32.3
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Do
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- Staff have access to make ServiceNow requests, yet requests to IT come through a variety of channels and IT staff then migrate the request to ServiceNow.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- The ServiceNow team is currently short staffed.
- There is a need for ServiceNow expertise guidance to bring the knowledgebase in house.

BEST PRACTICE GUIDANCE

- From ITSM: Funneling and management of requests into a single tool is recommended. Work should be tracked in a single system.

KEY PERFORMANCE INDICATORS

- Number of ServiceNow requests.
- Reduction in number of IT requests through channels other than ServiceNow and the helpdesk.

PROCESS IMPROVEMENT

S23, 4.3 IT Service Catalogue

SOLUTION

S23. Develop the front facing IT Service Catalogue in ServiceNow.

OPPORTUNITY

4.3. Fully Develop an IT Service Catalogue: Complete and ensure access and communication to users regarding IT's service catalogue to improve accessibility and streamline support; ensure inclusion of key services.

Currently requests for hardware are communicated in multiple different channels centralizing these requests would increase efficiency.

OPPORTUNITY CATEGORY: Internal Support

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- Development of a change management plan to successfully shift people from calling and emailing IT to using an IT Service Catalogue.

PREDECESSOR DEPENDENCIES

- S22, 4.2: ServiceNow Centralization

PRIORITIZATION

BENEFIT SCORE	13.3
IMPLEMENTATION SCORE	39.8
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- A front facing IT Service Catalogue currently exists but is not fully developed (e.g. staff are unable to request hardware).

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- Staff are accustomed to communicating with IT through their preferred channel of communication. There will be a need for sufficient change management.

BEST PRACTICE GUIDANCE

- From ITSM: Funneling and management of requests into a single tool is recommended.

KEY PERFORMANCE INDICATORS

- Number of hardware requests submitted via ServiceNow.
- Mean time to resolution tracking

PROCESS IMPROVEMENT

S09, 1.7 Digital Connection to 311

SOLUTION

S09. Explore the digitization of the flow of information between 311 Windsor City Services and Service Departments.

OPPORTUNITY

1.7. Review 311 Windsor City Services' Information Flow to Service Departments: Explore the use of 311 mobile app functionality across departments.

Various departments have different preferred ways of receiving information from Windsor311. This results in the team communicating and conveying information in various formats creating inefficiencies.

OPPORTUNITY CATEGORY: Resident Service Quality and Accessibility

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	27.7
IMPLEMENTATION SCORE	16.9
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	2

CONSIDERATIONS

SOLUTION DESIGN

- While some departments are receiving service request information through the 311 Mobile App, not all departments are using Motorola 311 App due to various operational activities within operating systems.
- There is a need to identify which departments have the capability to leverage Motorola 311 and reduce redundancies in processes.
- IT is currently working towards an integration feed from Motorola to operations applications that could be used in the field through the SnapLogic integration tool.
- Environmental Services is the only public works department using the application.

COST

- Operational and Capital Costs for this solution are under $15,000.00 and will require a small purchase order.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Streamlining the way information is communicated is recommended to ensure that key information is provided to service departments in a timely manner.

KEY PERFORMANCE INDICATORS

- Number of departments connecting to Motorola 311

PROCESS IMPROVEMENT

S14, 3.1.1 Digitize HR Process (Recruiting)

SOLUTION

S14: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally.

OPPORTUNITY

3.1. Digitize / Complete Digitization Rollout of Key HR Processes: Many HR forms and processes are highly manual, paper-based, and inefficient, causing issues for both HR and other departments; broad changes to processes and workflows should be considered for a variety of processes – either leveraging existing tools or sourcing new tools / solutions.

3.1.1: Implement a recruiting process that is fully digitized end to optimize efficiency and minimize manual processes.

OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	22.1
IMPLEMENTATION SCORE	27.1
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Do
WAVE	2

CONSIDERATIONS

SOLUTION DESIGN

- JazzHR, Work Force Management, and PeopleSoft have the capabilities to digitize key HR processes for the City.
- There is HR business process review work scheduled for 2023.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations as the digital tools are already in place.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Best practice in HR is to shift transactions to be self-served and digital, so that limited HR resources can focus on advisory services and complex matters.

KEY PERFORMANCE INDICATORS

- Reduction in time spent during applicant screening.

PROCESS IMPROVEMENT

S14, 3.1.2 Digitize HR Process (Appraisals)

SOLUTION

S14: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally.

OPPORTUNITY

3.1. Digitize / Complete Digitization Rollout of Key HR Processes: Many HR forms and processes are highly manual, paper-based, and inefficient, causing issues for both HR and other departments; broad changes to processes and workflows should be considered for a variety of processes – either leveraging existing tools or sourcing new tools / solutions.

3.1.2 Digitize Performance Appraisal Process and forms end to end including e-signatures and digital file storage.

OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	12.8
IMPLEMENTATION SCORE	27.1
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	3

CONSIDERATIONS

SOLUTION DESIGN

- JazzHR, Work Force Management, and PeopleSoft have the capabilities to digitize key HR processes for the City.
- There is HR business process review work scheduled for 2023.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations as the digital tools are already in place.

ADDITIONAL

- Feasibility needs to be established as a first step.

BEST PRACTICE GUIDANCE

- Best practice in HR is to shift transactions to be self-served and digital, so that limited HR resources can focus on advisory services and complex matters.

KEY PERFORMANCE INDICATORS

- Reduced time in performance appraisal process.

PROCESS IMPROVEMENT

S14, 3.1.3 Digitize HR Process (Leave of Absence)

SOLUTION

S14: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally.

OPPORTUNITY

3.1. Digitize / Complete Digitization Rollout of Key HR Processes: Many HR forms and processes are highly manual, paper-based, and inefficient, causing issues for both HR and other departments; broad changes to processes and workflows should be considered for a variety of processes – either leveraging existing tools or sourcing new tools / solutions.

3.1.3 Digitize the Leave of Absence Request process and forms end to end including e-signatures and file storage.

OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes

EXECUTION TIMEFRAME:	0 – 3 months	4 – 6 months	7 – 12 months	1 – 2 years	2 + years

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	27.1
IMPLEMENTATION SCORE	14.8
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	3

CONSIDERATIONS

SOLUTION DESIGN

- JazzHR, Work Force Management, and PeopleSoft have the capabilities to digitize key HR processes for the City.
- There is HR business process review work scheduled for 2023.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations as the digital tools are already in place.

ADDITIONAL

- Feasibility needs to be established as a first step.

BEST PRACTICE GUIDANCE

- Best practice in HR is to shift transactions to be self-served and digital, so that limited HR resources can focus on advisory services and complex matters.

KEY PERFORMANCE INDICATORS

- Number of digital leave of absence requests.

PROCESS IMPROVEMENT

S14, 3.1.4 Digitize HR Process (Unpaid Leave)

SOLUTION

S14: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally.

OPPORTUNITY

3.1. Digitize / Complete Digitization Rollout of Key HR Processes: Many HR forms and processes are highly manual, paper-based, and inefficient, causing issues for both HR and other departments; broad changes to processes and workflows should be considered for a variety of processes – either leveraging existing tools or sourcing new tools / solutions.

3.1.4 Digitize the Unpaid Leave Requests end to end including e-signatures, approvals, and file storage, and eliminate parallel paper-based processes.

OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	27.1
IMPLEMENTATION SCORE	14.8
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	3

CONSIDERATIONS

SOLUTION DESIGN

- JazzHR, Work Force Management, and PeopleSoft have the capabilities to digitize key HR processes for the City.
- There is HR business process review work scheduled for 2023.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations as the digital tools are already in place.

ADDITIONAL

- Feasibility needs to be established as a first step.

BEST PRACTICE GUIDANCE

- Best practice in HR is to shift transactions to be self-served and digital, so that limited HR resources can focus on advisory services and complex matters.

KEY PERFORMANCE INDICATORS

- Number of unpaid digital leave of absence requests.

PROCESS IMPROVEMENT

S14, 3.1.8 Digitize HR Process (Accident Incident)

SOLUTION

S14: Expand the use of JazzHR, Work Force Management, and PeopleSoft to allow staff to manage processes, requests, and forms digitally.

OPPORTUNITY

3.1. Digitize / Complete Digitization Rollout of Key HR Processes: Many HR forms and processes are highly manual, paper-based, and inefficient, causing issues for both HR and other departments; broad changes to processes and workflows should be considered for a variety of processes – either leveraging existing tools or sourcing new tools / solutions.

3.1.8 Digitize Accident Incident Forms and process to provide more efficient means of sharing of information with Health and Safety officials and digitize file storage.

OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	27.1
IMPLEMENTATION SCORE	12.6
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	3

CONSIDERATIONS

SOLUTION DESIGN

- JazzHR and Work Force Management have the capabilities to digitize key HR processes for the City. The feasibility and functionality of these systems to address the opportunity needs to be assessed.
- There is HR business process review work scheduled for 2023.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations as the digital tools are already in place (unless it is found that the solution is not feasible).

ADDITIONAL

- Feasibility needs to be established as a first step.

BEST PRACTICE GUIDANCE

- Best practice in HR is to shift transactions to be self-served and digital, so that limited HR resources can focus on advisory services and complex matters.

KEY PERFORMANCE INDICATORS

- Number of digital accident incident forms.

PROCESS IMPROVEMENT

S16, 3.3 Financial Modernization Review

SOLUTION

S16: Carry out a financial modernization review with a focus on system replacement.

OPPORTUNITY

3.3 Financial Modernization Review: Many finance systems and processes are manual or require excessive staff manipulation; opportunities can be explored to modernize and automate year-end reporting, cash flow projections, and other key systems / processes.

Currently, the Finance department is required to do significant manual manipulation of reports on excel spreadsheets increasing the risk of error. Capital budgets are not correctly uploaded into PeopleSoft, creating potential barriers for making automated calculations.

OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- S17, 3.4 Account Payable Review

PRIORITIZATION

BENEFIT SCORE	33.6
IMPLEMENTATION SCORE	5.3
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Now
WAVE	3

CONSIDERATIONS

SOLUTION DESIGN

- We consider this solution as mandatory (i.e. not "if" but "when").
- We assume a new financial system will be cloud-based.

COST

- Operational and Capital Costs for this solution are over $150,000.00 and will require Council approval.

ADDITIONAL

- The Amanda property tax project is underway.

BEST PRACTICE GUIDANCE

- Organizations, including those in the public sector, are moving to the cloud for ERP, thus eliminating on-premise systems.

KEY PERFORMANCE INDICATORS

- Number of digitized financial processes.

PROCESS IMPROVEMENT

S17, 3.4 Accounts Payable Review

SOLUTION

S17. Carry out an accounts payable review to understand the requirements and source a tool that can accept and process accounts payable digitally.

OPPORTUNITY

3.4. Digitize Accounts Payable Process: Create digital accounts payable capability to improve services (limit deficiencies with procurement process) and reduce the level of risk and manual accounts payable (AP) processes at the City.

Currently, AP is a manual process, from clerk input, to physical stamp from manager and then producing a cheque.

OPPORTUNITY CATEGORY: Highly Manual / Inefficient Processes

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None

PRIORITIZATION

BENEFIT SCORE	30.3
IMPLEMENTATION SCORE	11.3
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Now
WAVE	2

CONSIDERATIONS

SOLUTION DESIGN

- The existing accounts payable process has various manual processes involved because the existing system does not integrate with digital tools across the organization.
- Addressing A/P is a first step toward full financial systems renewal, with tangible benefits that could be gained without waiting for the new system.

COST

- Operational and Capital Costs for this solution for this project are up to $100,000.00 and require Department Head or CLT member approval.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Organizations, including those in the public sector, are moving to the cloud for ERP, thus eliminating on-premise systems.

KEY PERFORMANCE INDICATORS

- Reduction in manual AP processes.

DATA AND GOVERNANCE

S26, 5.1 Data Management and Business Intelligence

SOLUTION

S26. Develop organizational wide data management and business intelligence plan with the Data Management Program Manager.

OPPORTUNITY

5.1. Further Formalize Governance of Data: Develop an integrated, aligned data management and business intelligence approach for the City, consolidating cross-departmental opportunities and ensuring data / programs are not being siloed or duplicated among departments.

OPPORTUNITY CATEGORY: Data Management and Analytics

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	20.8
IMPLEMENTATION SCORE	24.2
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Do
WAVE	2

CONSIDERATIONS

SOLUTION DESIGN

- Formalizing governance of data is a mandate for the new Data Management Program Manager.
- Data literacy training will be a part of the organizational wider data management and business intelligence plan.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Leading organizations manage data as a corporate asset and promotes cross-enterprise data sets (with minimal data duplication). For example: A 360-degree view of a citizen.

KEY PERFORMANCE INDICATORS

- # of dashboards developed

DATA AND GOVERNANCE

S26, 5.2 Data Management and Business Intelligence

SOLUTION

S26. Develop organizational wide data management and business intelligence plan with the Data Management Program Manager.

OPPORTUNITY

5.2. Explore Data Analytics and BI Literacy: In conjunction with other analytics and BI efforts, explore the implementation of more holistic data analytics literacy training to ensure understanding of concepts, digested data, and processes surrounding the development of dashboards and other analytics processes.

OPPORTUNITY CATEGORY: Data Management and Analytics

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- S25, 5.1 Data Management and Business Intelligence – Dashboards best developed with foundational data being populated (avoid manual work).

PRIORITIZATION

BENEFIT SCORE	23.1
IMPLEMENTATION SCORE	24.2
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Do
WAVE	2

CONSIDERATIONS

SOLUTION DESIGN

- Formalizing governance of data is a mandate for the new Data Management Program Manager.
- Data literacy training will be a part of the organizational wider data management and business intelligence plan.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Leading organizations manage data as a corporate asset and promotes cross-enterprise data sets (with minimal data duplication). For example: Leadership dashboards of key municipal services.

KEY PERFORMANCE INDICATORS

- Documented use of dashboards at the leadership level.

DATA AND GOVERNANCE

S13, 2.4 Data Governance

SOLUTION

S13. Develop a clear governance model around data including criteria to determine if a particular data set is valuable to the public and outlining a requirement for departments to publish data.

OPPORTUNITY

2.4. Expand Windsor's Open Data Catalogue: Expand data included in Windsor's open data catalogue for use by residents, businesses, other municipalities / organizations, and more; ensure transparent access.

OPPORTUNITY CATEGORY: Resident Communication Channels and Information Access

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	15.4
IMPLEMENTATION SCORE	26.3
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	3

CONSIDERATIONS

SOLUTION DESIGN

- Currently departments decide which datasets they would like to make public.
- There is not a cohesive approach across departments to determine which datasets would be useful to the public (the public has not previously been engaged as to what types of open data content they would like access to).

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) would fit within the typical costs of operations.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Leading public sector organizations are growing their open data services.

KEY PERFORMANCE INDICATORS

- Track usage/consumption

TECHNOLOGY AND TOOLS

S31, 6.3 Field Staff Technology

SOLUTION

S31. Build business case and implementation plan to equip field staff with technology to implement digitization of processes.

OPPORTUNITY

6.3. Digitally Enable Field Staff in Various Departments: Explore opportunities to integrate field staff into digitized processes through hardware and connectivity (e.g., tablets, etc.); examples include Parks and Facilities, Recreation & Culture, and Public Works department field staff.

OPPORTUNITY CATEGORY: Internal Processes and Tools

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	26.4
IMPLEMENTATION SCORE	19.2
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Now
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- One of the barriers to the wide use of Mobile 311 App is that not all field staff have the technology and / or connectivity to use the application.
- Staff in Parks and Facilities often take paper copies of work orders to be taken into the field, preventing full digitization of partially digitized processes.

COST

- Operational and Capital Costs for this solution will require a small purchase order.

ADDITIONAL

- Although it is not a dependent predecessor, completing initiative S18, 3.5 3.5. (*Digitize Commercial Vehicle Paper Forms*) will further increase the benefits of this initiative.

BEST PRACTICE GUIDANCE

- End-to-end digitally enabled processes are the goal – benefits are significantly reduced if critical process steps are non-digital.

KEY PERFORMANCE INDICATORS

- Number of field staff equip with adequate technology and connectivity.

TECHNOLOGY AND TOOLS

S29, 6.1 Replace Agenda.Net

SOLUTION

S29. Replace Agenda.Net with an AODA compliant, more functional, and user-friendly solution

OPPORTUNITY

6.1. Update or Replace Agenda.Net: Review Agenda.Net processes to require less manual input and make features more user-friendly.

Agenda.Net is not seen as the preferred platform among the teams due to the amount of accessibility and operational issues with the platform. The system requires significant manual input / communication and is not fully AODA compliant.

OPPORTUNITY CATEGORY: Internal Processes and Tools

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	31.5
IMPLEMENTATION SCORE	19.2
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Now
WAVE	2

CONSIDERATIONS

SOLUTION DESIGN

- Currently a ServiceNow demand (DMND0001439) under screening.
- Agenda.Net has functional constraints that inhibit the tool from meeting the needs of Council Services.

COST

- Operational and Capital Costs for this solution will require a small purchase order.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- There is a need to ensure that technology solutions are AODA compliant.

KEY PERFORMANCE INDICATORS

- Increased number of users with Agenda.Net replacement.

TECHNOLOGY AND TOOLS

S35, 6.7 Video Conferencing

SOLUTION

S35. Reconcile all video conferencing into one platform- Microsoft Teams.

OPPORTUNITY

6.7. Reconcile Video Conferencing Needs: Currently teams leverage multiple platforms for video conferencing, the City should consider opportunities to reconcile these moving forward.

OPPORTUNITY CATEGORY: Internal Processes and Tools

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- S25, 4.5. Collaborative Digital Tools

PRIORITIZATION

BENEFIT SCORE	38.5
IMPLEMENTATION SCORE	10.7
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	3

CONSIDERATIONS

SOLUTION DESIGN

- Although some staff mention preferring Zoom over Teams, having two platforms increases costs forces staff to be familiar with multiple tools, decreases update and leveraging of Teams and can increase costs to the City.
- The City is moving towards the implementation of Office 365 and Microsoft Teams.

COST

- The cost to implement and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations.

ADDITIONAL

- While staff have Microsoft Teams available, meetings continue to be held on Zoom due to their familiarity with the tool.

BEST PRACTICE GUIDANCE

- Minimize the number of communication platforms by centralizing into one tool.

KEY PERFORMANCE INDICATORS

- Number of people using Microsoft Teams as a video conferencing platform.

DATA AND GOVERNANCE

S10, 2.1 Digital Interactions with Residents

SOLUTION

S10. Develop a clear standard operating procedure for digital interactions with residents and sharing of best practices paired with a comprehensive governance model.

OPPORTUNITY

2.1. Establish a Cohesive Omni-Channel Communications Strategy for Residents: Develop a clear standard operating procedure for digital interactions with residents and sharing best practices.

Each department has their own communication approach regarding resident communication. There is an opportunity to develop a cohesive communication strategy to ensure that digital communication with residents is customer service centric.

OPPORTUNITY CATEGORY : Resident Communication Channels and Information Access

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	18.1
IMPLEMENTATION SCORE	27.5
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Do
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- There currently is not a consistent strategy and approach for resident communication across departments, including digital platforms.

COST

- The cost to implement and continue to run this initiative (i.e., recurring costs) fits within the typical costs of operations.

ADDITIONAL

- While IT can provide support with the technical elements of resident communication, there is a need for communications to take the lead on developing the content shared with residents in partnership with other departments.

BEST PRACTICE GUIDANCE

- Organizations should be perceived as speaking in "one voice", across all channels.

KEY PERFORMANCE INDICATORS

- None.

DATA AND GOVERNANCE

S11, 2.2 Resident Consultation Approach

SOLUTION

S11. Take learning from BTT pilot and implement it across the enterprise with a governance strategy guiding resident consultation.

OPPORTUNITY

2.2. Implement a Common, Aligned Resident Consultation Approach: Implement / complete the implementation of a common resident consultation approach which is currently being piloted with affiliated SOPs / expectations.

OPPORTUNITY CATEGORY: Resident Communication Channels and Information Access

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	12.4
IMPLEMENTATION SCORE	35.8
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- BTT is the resident consultation platform of choice, and the implementation team will address any gaps identified in the pilot before rollout to other departments.
- Through the BTT implementation, a procedure of scalability has emerged that includes four functional administrators.

COST

- The cost to implement and continue to run this initiative (i.e., recurring costs) fits within the typical costs of operations.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Leading public sector entities make extensive use of new interactive technologies to facilitate innovative consultation processes.

KEY PERFORMANCE INDICATORS

- Track adoption/usage of new approach.

DATA AND GOVERNANCE

S24, 4.4 SharePoint and Intranet

SOLUTION

S24. Define the use of SharePoint and the City's Intranet. Publish, implement and train users in new procedures.

OPPORTUNITY

4.4. Review / Reconcile Intranet Solutions and Policy: Define the use of SharePoint and the City's Intranet. Publish, implement and train users in new procedures.

OPPORTUNITY CATEGORY: Internal Support

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	5.0
IMPLEMENTATION SCORE	32.8
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	2

CONSIDERATIONS

SOLUTION DESIGN

- While IT investigates the potential use of Microsoft Viva, the existing intranet will serve as an employee portal.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations.

ADDITIONAL

- Optimal to implement this solution in concert with S25.
- Residing on the City's intranet, Myinfo is an employee self service module that is stalled because of current SP infrastructure limitations.

BEST PRACTICE GUIDANCE

- Multiple intranet solutions are not optimal, which wastes time for staff.

KEY PERFORMANCE INDICATORS

- Track and report on consolidations.

DATA AND GOVERNANCE

S25, 4.5 Collaborative Digital Tools

SOLUTION

S25. Develop governance standards and a training plan for using collaborative tools including Outlook, Microsoft Teams, OneDrive and SharePoint, monitoring compliance, and eliminating use of other collaborative tools.

OPPORTUNITY

4.5. Establish and Enforce Standard Policies for the use of collaborative tools: Review, reconcile, and communicate the desired function and use of SharePoint versus the City's Intranet.

OPPORTUNITY CATEGORY: Internal Support

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	6.5
IMPLEMENTATION SCORE	35.8
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	2

CONSIDERATIONS

SOLUTION DESIGN

- Staff across the organization have access to tools for collaboration but are not using them effectively and continue to use external tools and systems.
- Human Resources currently trains staff on MS suite products. This training could be expanded to include additional collaborative products.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations.

ADDITIONAL

- Optimal to implement this solution in concert with S24.

BEST PRACTICE GUIDANCE

- Use of multiple collaborative tools increases the risk of information being duplicated or made inaccessible, as well as causing confusion with users.

KEY PERFORMANCE INDICATORS

- Track usage.

TECHNOLOGY AND TOOLS

S27, 5.3 Executive Training

SOLUTION

S27. Provide learning and training opportunities for leadership and Executive Initiative Coordinator staff to use available technological tools.

OPPORTUNITY

5.3. Implement and Expand Usage of Common Dashboard Tools: Implement dashboard tools (e.g., PowerBI) and associated training, BI frameworks, and more to support the rollout and improve accessibility and transparency of information.

OPPORTUNITY CATEGORY: Data Management and Analytics

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- S26 Data Management and Business Intelligence.

PRIORITIZATION

BENEFIT SCORE	16.5
IMPLEMENTATION SCORE	30.3
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	3

CONSIDERATIONS

SOLUTION DESIGN

- Familiarizing leadership and their key support staff with digital tools would allow for efficient and effective decision making.
- As leadership engages in training, they will be empowered to request and plan for relevant and succinct data. Internally, making key performance and risk indicators visible will increase transparency around what metrics are most important to leadership.

COST

- The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Access to real-time information through dashboards, rather than time taken by staff to create (and re-create) static views using PowerPoint.

KEY PERFORMANCE INDICATORS

- Number of dashboards developed and in use.

TECHNOLOGY AND TOOLS

S30, 6.2 Migrate Fire Prevention

SOLUTION

S30. Reconcile Fire processes into ICO as the sole operational system.

OPPORTUNITY

6.2. Migrate Fire Prevention Module to ICO System: Not all Fire processes are in one operational system forcing staff to work on two different systems (e.g., Amanda) instead of having one integrated solution (ICO).

Not all Fire processes are in one operations system forcing staff to work on two different systems (e.g., Amanda) instead of having one integrated solution (ICO).

OPPORTUNITY CATEGORY: Internal Processes and Tools

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	7.6
IMPLEMENTATION SCORE	19.7
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Not Doing
WAVE	2

CONSIDERATIONS

SOLUTION DESIGN

- Currently a ServiceNow demand (DMND0001208) under screening.

COST

- Operational and Capital Costs for this solution would be under $15,000.00 and will require a small purchase order.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Elimination of manual interventions is optimal, using fit-for-purpose operational systems that enable end-to-end business processes.

KEY PERFORMANCE INDICATORS

- Reduction in effort by staff.

TECHNOLOGY AND TOOLS

S32, 6.4 Integration of Payment Systems

SOLUTION

S32. Expand use of SnapLogic to integrate finance systems across payment processes

OPPORTUNITY

6.4. Integrate Finance Systems Across Other Payment Processes: Explore opportunities to directly integrate data from payment platforms with finance systems.

Currently, significant staff time is spent manually inputting data from one financial system to another. Integrating finance systems and establishing an automated method for payments could create more staff capacity and reduce risk of data entry errors.

OPPORTUNITY CATEGORY: Internal Processes and Tools

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- None.

PRIORITIZATION

BENEFIT SCORE	18.7
IMPLEMENTATION SCORE	15.9
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Start Doon
WAVE	1

CONSIDERATIONS

SOLUTION DESIGN

- SnapLogic has the capability to integrate systems across the City given that it was recently sourced and would be able to connect finance systems to payment process.
- SnapLogic has been piloted with CityWide.

COST

- Operational Costs for this solution for this project are between $100,000-$150,000.00 will require CAO approval.

ADDITIONAL

- This initiative can be explored in conjunction with the AMANDA Property Tax project currently underway.

BEST PRACTICE GUIDANCE

- Significant opportunity for manual work reduction.

KEY PERFORMANCE INDICATORS

- Number of processes enabled through integration

TECHNOLOGY AND TOOLS

S33, 6.5 Integration Tool

SOLUTION

S33. Expand use of SnapLogic as the integration platform of choice with a dedicated integration support team.

OPPORTUNITY

6.5. Expand the use of a single Common Integration Platform: Explore the use of standardized integration tools to support better implementation of systems.

Currently, the city leverages multiple systems which are not integrated, resulting in manual effort transferring / inputting information from one system to another. Establishing a common integration platform (e.g., SnapLogic) could enable systems work with one-another and result in significant efficiency gains.

OPPORTUNITY CATEGORY: Internal Processes and Tools

EXECUTION TIMEFRAME:	*0 – 3 months*	*4 – 6 months*	*7 – 12 months*	*1 – 2 years*	*2 + years*

SUB-INITIATIVES

- None.

PREDECESSOR DEPENDENCIES

- S32, 6.4. Integration of Payment Systems

PRIORITIZATION

BENEFIT SCORE	14.5
IMPLEMENTATION SCORE	17.4
OPPORTUNITY FULFILLMENT INDEX	1
DISPOSITION	Consider Doing
WAVE	3

CONSIDERATIONS

SOLUTION DESIGN

- Some legacy systems do not have the capability or flexibility to integrate, limiting the ability to share information between systems.
- SnapLogic is the City's integration platform, and it is being standardized within IT.
- There is a need to establish an integration team to ensure that integration standards are met.
- SnapLogic has been piloted with CityWide.

COST

- Operational Costs for this solution are under $15,000.00 and will require a small purchase order.

ADDITIONAL

- None.

BEST PRACTICE GUIDANCE

- Use of enterprise application integration platforms to provide end-to-end service

KEY PERFORMANCE INDICATORS

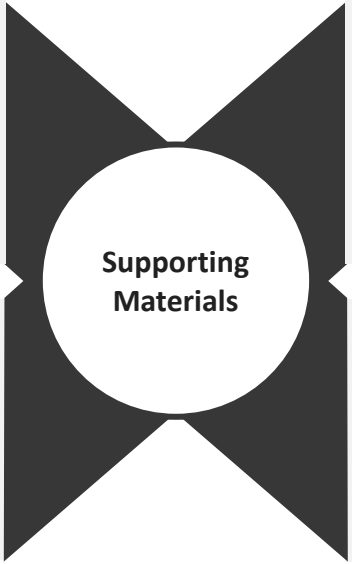
- Number of integrations implemented.

6 Supporting Materials Overview

A wide range of detailed supporting analysis has been prepared as a foundation to the Digital Modernization Strategy and provided to the City to support execution

Consultation Findings
Insight from consultations will be included to present the current state findings.

Initiative Scoring Details
An overview of scoring details for each initiative based on the overarching prioritization criteria and approach, including rationale.



Prioritization Criteria Framework and Approach
An overview of how opportunities and initiatives were prioritized, and what criteria and scales were used to determine and benefit and implementation scores.

Resident Survey
Insight from the resident survey will be included to present the current state findings.

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